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**LONG-RANGE  
TRANSPORTATION PLANNING  
IN UTAH:  
SUMMARY OF RESEARCH RESULTS FROM  
A STATEWIDE TELEPHONE SURVEY**

FINAL REPORT FROM PHASE I OF  
THE 2003 UTAH DEPARTMENT OF TRANSPORTATION  
(UDOT) BENCHMARK STUDY



Institute for Outdoor Recreation and Tourism  
Natural Resource and Environmental Policy Program  
Department of Environment and Society  
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Logan, Utah

***Long-Range Transportation Planning in Utah:  
Summary of Research Results  
From A Statewide Telephone Survey***

*Final Report from Phase I of the  
2003 Utah Department of Transportation (UDOT)  
Benchmark Study*

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## ***I. INTRODUCTION***

The purposes of the 2003 UDOT Benchmark Study conducted by Utah State University (USU) are to provide the Utah Department of Transportation (UDOT) with information for use in its statewide, long-range transportation plan and to provide benchmark data for tracking trends over time. The study was conducted jointly by the Institute for Outdoor Recreation and Tourism and the Natural Resource and Environmental Policy Program, which are both administered through the Department of Environment and Society in the College of Natural Resources at Utah State University. The 2003 UDOT Benchmark Study involved two phases and the USU research team produced two final reports, one for each phase of the research project.

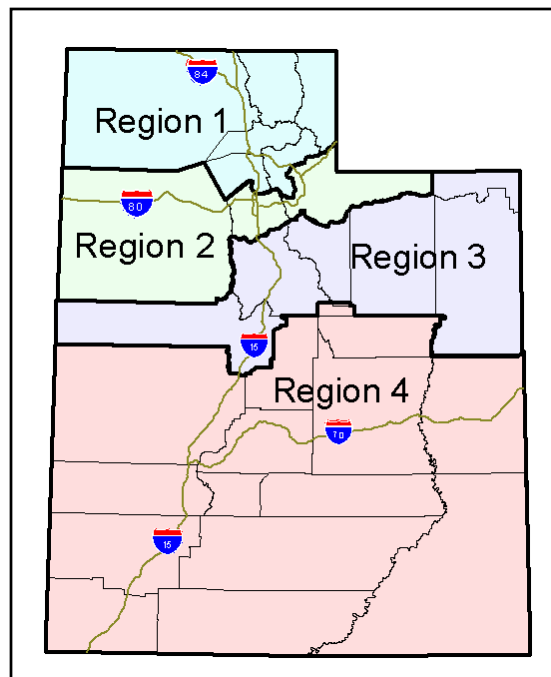
Phase I consisted of gathering representative, statewide, baseline data through use of a telephone survey administered to the general population of the state. The ten-minute telephone interviews covered five topics: 1) current transportation uses and concerns; 2) future preferences for transportation alternatives; 3) familiarity with UDOT and its planning and decision processes; 4) past involvement in transportation planning; and, 5) demographic and stakeholder group characteristics. A total of 2,561 interviews were completed with a response rate of 60%. Results are representative at the 95% confidence level at  $\pm 2$  points for the state and  $\pm 4$  points for each UDOT Region. Findings are summarized for the whole state, for each of the four UDOT Regions, and for respondent subgroups based on key demographics (e.g., age and gender), stakeholder representation (e.g., respondents with special transportation needs, public transit users, bicycle riders or pedestrians, and past participants in UDOT decision-making), and attitudinal characteristics (e.g., level of trust). This report describes the design and sampling method along with survey results and conclusions from this statewide telephone interview sampling component (Phase I) of this research project.

In Phase II of the 2003 UDOT Benchmark Study, the USU research team conducted semi-structured, face-to-face interview and focus-group sessions with people inside UDOT (17 interviews; 4 focus groups) and external to the organization (14 interviews; 5 focus groups). The people participating in these 40 different information-gathering sessions were key stakeholders identified in collaboration with UDOT staff, and were selected to supplement the public involvement and stakeholder group outreach effort that UDOT conducted. A total of 98 participants were involved in these USU-conducted sessions. Internal participants included Utah Transportation Commissioners, UDOT administrators, public information coordinators, and regional maintenance staff. External participants included regional transportation and planning organization directors, natural resource and environmental agency staff, and representatives of four special interest groups (persons with disabilities, bicyclists, environmental groups, and advocates for persons with low incomes). The report for Phase II is titled *Long-Range Transportation Planning in Utah: Summary of Research Results From Interviews and Focus Groups*, by Joanna Endter-Wada, Judith Kurtzman, Michael Butkus, Dale Blahna, and Christina Klien, June 2003.

## II. METHODS

Researchers at Utah State University utilized input from UDOT planning staff to develop a telephone survey instrument in November and December of 2002. Discovery Research Group, Inc. of Logan, Utah, was contracted to conduct the survey. The survey questionnaire was designed to collect data from the general public (*basic* survey) as well as additional data from selected key stakeholders (*extended* survey for those with special transportation needs, those with low trust in UDOT to develop fair statewide transportation plan, and those who have had experience with transportation planning). The survey was pre-tested for three iterations before finalizing the survey questions. The final basic questionnaire consisted of about 30 questions and took an average of 10 minutes to complete and the extended survey had about 50 questions and took 12 minutes (Appendix A).

A random sample of Utah households with listed telephone numbers was selected and stratified by UDOT's four Maintenance Regions (Figure 1), proportional by county population size within the regions. Because of low population and the large geographic area of Region 4, it was over-sampled by a factor of about three. The telephone interviews were conducted in January 2003. If the interviewer failed to contact a respondent due to non-answer or busy signal, contact was attempted up to five times. One adult over the age of eighteen in each household was interviewed. The number of contacts made was 4,331 with 2,561 completed interviews for a response rate of about 60%. Results are representative at a 95% level of confidence to +/- 2.2 points for the state and about +/- 4.0 points for each region.



**Figure 1: State of Utah, UDOT Maintenance Regions.**

Sample sizes compared to Utah population figures from the 2000 Census are shown below. To compensate for over-sampling in Region 4, the statewide results were weighted so that the state sample contains responses proportionate to the population in each region.

- **State of Utah**  
Adult population: 1,514,471  
Sample size: 2,561  
Weighted sample: 2,005 (Region 4 adjusted by 0.33)
- **Region 1**  
Adult population: 578,763  
Sample size: 550
- **Region 2**  
Adult population: 672,159  
Sample size: 889
- **Region 3**  
Adult population: 284,405  
Sample size: 426
- **Region 4**  
Adult population: 171,384  
Sample size: 696

Statistical analysis of key variables by subgroups was also conducted. Those subgroups consisted of respondents residing in the different UDOT management regions, age categories (18 to 24 years old, 25 to 44 years old, 45 to 64 years old, and 65 years and older), gender, those with special transportation needs, those with low levels of trust, those having past participation in transportation decision making, bicycle/pedestrian users, and public transportation users. Contrasts reported in the following text are significant at  $p \leq .01$  levels.

### ***III. RESULTS***

#### ***III. A. General Sample Characteristics***

The sample has about 59% adult females compared to the 2000 Census of 51% adult females residing in Utah. Region 4 has the largest percentage of females sampled (64.7%), followed by those sampled in Region 3 (60.8%) and Region 1 (58.9%) (Table 1). Average age of sample participants is 45.4 years old (median = 44 years old), with Region 4 having the highest median (48 years old) and Region 3 the youngest (42 years old). Region 2 has the largest percent of adults between the ages of 18 and 24 (17.3%) and Region 4 has the lowest (9.9%). Region 4 also has the largest percent over the age of 64 (22.3%) compared to Region 1 (17.5%), Region 2 (13.8%), and Region 3 (15.9%). These results would tend to suggest that the sample has a slight overrepresentation of women and respondents over 45 years old, which is typical in this type of telephone survey research.



**Table 1: Gender and age of respondents.**

	Region 1	Region 2	Region 3	Region 4	Statewide
Male	41.1%	44.2%	39.2%	35.3%	41.5%
Female	58.9%	55.8%	60.8%	64.7%	58.5%
18 to 24 years	10.6%	11.9%	17.3%	9.9%	12.3%
25 to 44	37.3%	40.9%	35.8%	32.2%	38.1%
45 to 64	34.5%	33.5%	31.0%	34.7%	33.4%
65 and up	17.5%	13.8%	15.9%	22.3%	16.2%
Mean age	45.9 years	44.7 years	44.3 years	48.7 years	45.4 years
Median age	46.0 years	43.0 years	42.0 years	48.0 years	44.0 years

### ***III. B. Types of Transportation Used***

Regarding the types of transportation used at least once a week, statewide 97.7% of respondents said they use a car, truck or van, 2.6% use a motorcycle, 11.3% use bus or light rail, 13.2% bicycled and 25.4% walked (Table 2). Only 0.5% indicated no transportation modes and well over one-third (37.3%) used multiple modes. Almost one-third (32.7%) indicated they bicycle or walk or do both at least once a week. In Region 2, 16.8% used public transportation compared to 10.6% in Region 3, 6.7% in Region 1, and only 1.6% in Region 4. Region 4 has the largest percentage of those who walk at 30.7%.

**Table 2: Type of transportation used at least once a week.<sup>1</sup>**

Transportation Mode	Region 1	Region 2	Region 3	Region 4	Statewide
Car, truck, or van	97.5%	98.0%	96.9%	98.6%	97.7%
Motorcycle	3.1%	1.9%	3.5%	2.6%	2.6%
Bus or light rail	6.7%	16.8%	10.6%	1.6%	11.3%
Bicycle	12.0%	13.6%	12.7%	15.5%	13.2%
Walk <sup>2</sup>	22.9%	25.8%	24.4%	30.7%	25.4%

<sup>1</sup> Percentages sum to greater than 100% due to multiple transportation modes selected by respondents.

<sup>2</sup> Actual question read was “Do you walk to work, to shop, or to other destinations (Does not include walking for fun or recreation; does include walking to school, to church, walking kids to school, etc.)?”

### ***III. C. Importance of Transportation System to Quality of Life***

Respondents were asked to rate 16 statements having to do with the importance of transportation to their quality of life. Prior to reading the statements, the respondents were told, “The state transportation system includes forms of travel such as buses, cars, bicycles, walking, and commuter trains.” They were then asked to respond to these items as “very important, moderately important, slightly important, or not important.” Statewide results are shown in Tables 3 through 6. All 16 items were rated as moderately or very important by over half of the respondents.

The statements concerning safety (e.g., for drivers, pedestrians, and cyclists) and access (e.g., travel time between destinations) (Table 3), affordable transportation costs, timely road maintenance, and clean air (Table 4) were very important for about

60% to 90% of the sample. Alternative transportation choices (e.g., interconnected system of roads, public transportation, bicycling, and walking routes) were rated as very important to about half of the respondents (Table 5). Of less importance to respondents' quality of life (but still rated as important) are access for recreation opportunities, tourism, and aesthetic issues (Table 6).

**Table 3: Safety and access items importance to quality of life.**

Statement	Not Important	Slightly Important	Moderately Important	Very Important	Average <sup>1</sup>
Safety for drivers, pedestrians, and cyclists	1.0%	1.4%	7.6%	90.0%	3.9
A safe bus or public transit system	8.7%	7.3%	21.6%	62.4%	3.4
Easy access to work, shopping, and other regular destinations	2.2%	3.4%	19.8%	74.6%	3.7
Transportation of consumer goods by truck and rail	3.5%	7.3%	27.1%	62.1%	3.5
Travel time between destinations	3.9%	6.2%	29.7%	60.2%	3.5

<sup>1</sup> Average scores are calculated on a scale where 1 = Not Important, 2 = Slightly Important, 3 = Moderately Important, and 4 = Very Important.

**Table 4: Economic, efficiency, and environmental items importance to quality of life.**

Statement	Not Important	Slightly Important	Moderately Important	Very Important	Average <sup>1</sup>
Affordable transportation costs	3.7%	2.9%	18.2%	75.2%	3.7
Timely road maintenance and repair	1.3%	2.3%	17.7%	78.7%	3.7
Clean air by reducing automobile and truck exhaust emissions	2.6%	4.8%	24.5%	68.1%	3.6

<sup>1</sup> Average scores are calculated on a scale where 1 = Not Important, 2 = Slightly Important, 3 = Moderately Important, and 4 = Very Important.

**Table 5: Alternative transportation items importance to quality of life.**

Statement	Not Important	Slightly Important	Moderately Important	Very Important	Average <sup>1</sup>
Commuter bus or rail system between cities and towns	9.4%	9.5%	28.0%	53.1%	3.3
An interconnected system of road, public transportation, bicycling, and walking routes	6.1%	10.8%	32.1%	50.9%	3.3
Walking and bike paths	10.4%	13.3%	33.0%	43.3%	3.1

<sup>1</sup> Average scores are calculated on a scale where 1 = Not Important, 2 = Slightly Important, 3 = Moderately Important, and 4 = Very Important.

**Table 6: Aesthetic, tourism, and recreation items importance to quality of life.**

Statement	Not Important	Slightly Important	Moderately Important	Very Important	Average <sup>1</sup>
The appearance of our major roads and highways in town	3.0%	9.2%	39.0%	48.9%	3.3
A quality transportation system to provide opportunities for tourism in the state	5.8%	10.7%	36.9%	46.5%	3.2
Traveling to outdoor recreation areas	6.3%	11.9%	36.6%	45.2%	3.2
Highway waysides and rest areas	4.4%	12.8%	38.5%	44.2%	3.2
Scenic overlooks along roads and highways	9.2%	17.3%	41.5%	31.9%	3.0

<sup>1</sup> Average scores are calculated on a scale where 1 = Not Important, 2 = Slightly Important, 3 = Moderately Important, and 4 = Very Important.

Further statistical comparisons between public transportation users and non-users, as well as between the bike/ped and non-bike/ped groups, revealed significant differences. Using independent sample t-tests, mean scores for the public transportation users and bike/ped users were significantly higher than their corresponding non-user counterparts for the following four items: 1) having a safe bus or public transit system; 2) having an interconnecting system of routes for different transportation modes; 3) having walking and bicycle paths; and 4) having commuter bus or rail system between cities and towns.

Further analysis also revealed regional differences between respondents. In comparing the importance scale mean scores between each region, 13 of the 16 quality of life statements have statistical differences (Table 7). Respondents from Region 4 think safety for transportation users is slightly less important than those in Region 2 and a safe public transit is less important than those in each of the other regions. Easy access to work is also less important to those in Region 4 than Regions 1 and 2, and travel time between destinations is less important for those living in Region 4 than for those in the other regions. Clean air from reducing automobile and truck exhaust is less important in Region 4 than Regions 1 and 2 and also less important in Region 3 than Region 2. An interconnected system of routes for different transportation modes, bike and walking paths, and commuter transit system is less important in Region 4 than for each of the other regions. Also, a commuter transit system is less important for respondents in Region 3 than for those in Region 2.

**Table 7: Quality of life statements mean score statistical comparisons by regions.<sup>1, 2</sup>**

Quality of Life Statement	Region 1	Region 2	Region 3	Region 4
Safety for drivers, pedestrians, and cyclists*	3.85	3.89 <sub>4</sub>	3.86	3.80 <sub>2</sub>
A safe bus or public transit system**	3.41 <sub>4</sub>	3.49 <sub>3, 4</sub>	3.33 <sub>2, 4</sub>	2.95 <sub>1, 2, 3</sub>
Easy access to work, shopping, and other major destinations**	3.67 <sub>4</sub>	3.70 <sub>4</sub>	3.66	3.55 <sub>1, 2</sub>
Transportation of consumer goods by truck and rail*	3.49	3.45 <sub>4</sub>	3.45 <sub>4</sub>	3.59 <sub>2, 3</sub>
Travel time between destinations**	3.47 <sub>4</sub>	3.52 <sub>4</sub>	3.47 <sub>4</sub>	3.22 <sub>1, 2, 3</sub>
Clean air by reducing automobile and truck exhaust emissions**	3.56 <sub>4</sub>	3.66 <sub>3, 4</sub>	3.51 <sub>2</sub>	3.45 <sub>1, 2</sub>
Commuter bus or rail system between cities and towns**	3.29 <sub>4</sub>	3.37 <sub>3, 4</sub>	3.19 <sub>2, 4</sub>	2.77 <sub>1, 2, 3</sub>
An interconnected system of road, bicycling, and walking routes**	3.25 <sub>4</sub>	3.35 <sub>4</sub>	3.27 <sub>4</sub>	3.06 <sub>1, 2, 3</sub>
Walking and bike paths**	3.05 <sub>4</sub>	3.17 <sub>4</sub>	3.07 <sub>4</sub>	2.89 <sub>1, 2, 3</sub>
The appearance of our major roads and highways in town*	3.36	3.31 <sub>4</sub>	3.31 <sub>4</sub>	3.45 <sub>2, 3</sub>
A quality transportation system to provide opportunities for tourism in the state*	3.20	3.31 <sub>3</sub>	3.15 <sub>2</sub>	3.21
Traveling to outdoor recreation areas*	3.17	3.25 <sub>3</sub>	3.11 <sub>2, 4</sub>	3.28 <sub>3</sub>
Highway waysides and rest areas**	3.25	3.21 <sub>4</sub>	3.13 <sub>4</sub>	3.36 <sub>2, 3</sub>

<sup>1</sup> Mean scores were tested using ANOVA procedures. Statements with statistically significant differences between the regions' means are denoted by a single asterisk (\*) at  $p \leq .01$  and by a pair (\*\*) at  $p \leq .001$ .

<sup>2</sup> Regions' statistically mean differences were revealed using Tukey's post hoc test. A subscript next to the mean score denotes the region whose score it differs from (ex., 3.5<sub>4</sub> in the cell for Region 2 means that the statement mean score for Region 2 is significantly different than the score for Region 4).

### ***III. D. Satisfaction With and Concerns About Transportation in Utah***

When the respondents were asked how they would rate their satisfaction with the state transportation system, about 80% of those surveyed in each region indicated they were very satisfied or satisfied (Table 8). More than 10% of those in Regions 2 and 4 are very satisfied while only about 3% or less in each region indicated they were very dissatisfied. Statewide, respondents between the ages of 45 to 64 were more likely to be dissatisfied or very dissatisfied (20.2%) than those between the ages of 18 to 24 (7.5%), 25 to 44 (12.3%), or those older than 64 (12%).

**Table 8: Overall satisfaction with state transportation system.**

	Region 1	Region 2	Region 3	Region 4
Very satisfied	8.3%	12.0%	9.3%	11.5%
Satisfied	69.7%	71.4%	71.7%	68.6%
Neither satisfied or dissatisfied	4.4%	3.3%	5.7%	4.8%
Dissatisfied	14.8%	11.3%	10.5%	11.9%
Very dissatisfied	2.8%	2.0%	2.9%	3.2%

Respondents were read the following statement describing UDOT's responsibilities: "UDOT is responsible for constructing and maintaining state highways, freeways, and state roads through towns, but not local neighborhood streets." Respondents were asked to keep this in mind when asked to rate the overall condition of state highways and freeways. Between about two-thirds and three-quarters of respondents in each region think state highways and freeways are in good or excellent condition (Table 9). Almost one-third in Region 4 (30.2%) thinks the roads are in fair or poor condition compared to about 24% in Regions 1 and 2 and 22.2% in Region 3. A majority in each region rated the roads as "good."

**Table 9: Overall condition of state highways and freeways.**

Respondents' Rating	Region 1	Region 2	Region 3	Region 4
Excellent	13.1%	14.4%	14.4%	11.7%
Good	61.8%	61.4%	63.4%	58.1%
Fair	21.8%	22.0%	18.4%	25.1%
Poor	3.3%	2.2%	3.8%	5.1%

When asked about the amount of emphasis UDOT places on different types of transportation, at least two-thirds of respondents in each region (65.8% in Region 1, 67.5% in Region 2, 72.9% in Region 3, and 68.2% in Region 4) think UDOT places the right amount of emphasis on highways and other types of transportation (Table 10). More than one-fifth of the respondents in Regions 1 and 2 think there is too much emphasis on highways compared to about 14% in the other two regions. Those older than 64 are less likely to think there is too much emphasis on highways (12.4%) than the other age groups (range between 18.2% to 21.2%). Respondents who have participated in transportation planning were more likely to say there is too much emphasis on highways (25.1%) than those without experience (17.1%), and non-participants were more likely to say there is the right amount of emphasis on both (70.1%) than participants (59.6%). Those who bike or walk as a mode of transportation were less likely to say there is too much emphasis on other types of transportation (9.0%) than non-walkers/bikers (14.9%) and more likely to say too much emphasis on highways (21.5% compared to 17.4%). Similarly, those who use a form of public transportation at least once a week were more likely to say there is too much emphasis on highways (28.4%) than non-users (17.6%), and less likely to say too much emphasis on other types of transportation (6.7%) than non-users (13.8%).

**Table 10: Respondents' opinion on UDOT's transportation policy emphasis.**

Does UDOT place:	Region 1	Region 2	Region 3	Region 4	Statewide
Too much emphasis on highways?	20.9%	20.7%	14.2%	14.7%	18.8%
Too much emphasis on other types of transportation?	13.3%	11.8%	13.0%	17.1%	13.0%
The right amount of emphasis on highways and other types of transportation?	65.8%	67.5%	72.9%	68.2%	68.2%

Respondents were also asked about their primary concerns about transportation in Utah. About 12% indicated they had “no concerns” and 3% “did not know.” The remaining respondents (n = 2,194) gave 4,113 answers. The most frequently mentioned issue were concerns related to road construction and maintenance (28.9% of all responses). Almost 10% of the respondents specifically mentioned they would like to see better repairs to damaged roads. Other frequently mentioned maintenance/construction items included better snow removal and transportation construction geared to accommodate population growth.

The next most frequently mentioned issue involved items dealing with public transportation (19.1% of all responses). Some of those concerns include establishing or extending commuter rail along the Wasatch Front (295 respondents) and establishing more bus stops or routes or simply making public transportation more convenient (87 respondents). Safety issues were also a concern (17.2% of responses). More than 10% simply said “safety,” but others were more specific and mentioned bad or aggressive or unsafe drivers, and there were 52 respondents who indicated there were dangerous roadways needing attention.

Another issue relates to traffic congestion (14.2%). More than 10% indicated there is too much congestion or it needs to be reduced. Nearly that many also said there are too many people or cars or traffic. There were also 52 respondents who mentioned a way to reduce congestion or accommodate the large number of commuters is to emphasize alternative transportation modes. Other transportation issues include access issues (5.7%) (e.g., easier or more direct access into cities), costs (5.6%) (e.g., more efficient expenditures), and environmental (5.4%) (e.g., improve air quality).

When examining the issues of concern first mentioned by respondents by UDOT Regions some interesting contrasts begin to emerge. Safety concerns were more frequently mentioned by those in Region 4 (21.5%) than those in Region 1 (11.3%), Region 2 (14.7%), and Region 3 (16.3%). Congestion was more frequently mentioned by those in Region 1 (21.4%), Region 3 (19.5%), and Region 2 (17.2%) than those in Region 4 (12.5%). Only 2.7% in Region 4 mentioned an environmental concern first compared to 7.0% in Region 2. Another interesting contrast is in the realm of public transportation where 26.0% of the respondents in Region 1, 22.7% in Region 2, and 17.4% in Region 3 mentioned it as a first response compared to only 9.6% in Region 4.

### ***III. E. Special Needs/Accessibility***

Respondents were asked if they or any member of their family need transportation or equipment to meet special needs associated with physical disabilities, age, or other special needs. Of the 2571 respondents, 183 (7.1%) said yes. Those 183 respondents were then asked if they had experienced problems meeting their transportation needs and 57 (31.2%) said yes. Those 57 were then asked to describe the problems. Ten respondents did not give an answer or gave an answer unrelated to the question, and the other 47 described a total of 57 transportation related problems.

The most frequently mentioned problem area had to do with physical or institutional access barriers (49.1% of responses). Some of those problems dealt with people in wheelchairs or using walkers encountering structural obstacles or mechanical restraints (e.g., lack of wheelchair lifts). There were several who mentioned the lack of transportation options in rural areas and several more thought the proximity of transportation hubs (e.g., bus stops) were too far apart. The next most frequently mentioned problem area dealt with public transportation (29.8%). Some of these concerns included lack of routes or buses and inconvenience or scheduling problems, including lack of buses when needed, taking too long to get places, and not enough routes. Another area of concern was in the realm of public transportation providers' personnel, with two people frustrated with rude or offensive employees and one person indicating personnel need better training on how to deal effectively and sensitively with people with disabilities.

All 183 special needs respondents were asked to express their ideas on how UDOT can better meet its objective of helping to provide fair and equal access. Of those, five did not want to comment, 47 said they did not know, and another 11 gave comments unrelated to the question, resulting in a total of 120 respondents who gave 167 responses. Of the 120, 23 respondents (19.2%) indicated they thought UDOT was already doing a good job in meeting this objective. Most frequently mentioned ideas dealt with expanding services (22.2%) including 13 people who want TRAX services expanded and 13 who would like to see better service in rural areas. Another six respondents mentioned more routes and four would like to see the purchasing and cancellation of transportation passes made more convenient. Other responses dealt with improving accessibility (19.8%), including addressing structural and mechanical barriers, providing better wheelchair and walker access, more transit stops, and increased awareness of elderly needs. An additional 28 responses (16.8%) dealt with keeping expenses and costs low and another seven specifically addressed infrastructural improvements (e.g., restrooms, road improvements, and shelters at stops). There were also 18 comments (10.8%) that dealt with informational needs and personnel training. Eleven respondents think brochures and signs need to be regularly updated to correspond with transportation system changes and another four thought personnel need better training.

### ***III. F. Perception of UDOT and UDOT Decision-Making Process***

When asked how familiar they were with UDOT, 64.6% of respondents in Region 4 indicated somewhat or very familiar compared to 76.3% in Region 2 and about 71% in both Regions 1 and 3 (Table 11). Respondents in Region 2 are more likely to be very familiar (23.9%) than those in the other regions (about 15%). It should be noted more than one-third of the Region 4 respondents (35.5%) are not familiar or had only heard of UDOT once or twice, compared to 28.4% in Region 1, 23.8% in Region 2, and 29.4% in Region 3 (Table 11). Respondents between the ages of 18 to 24 are less likely to be very familiar (10.0%) than those in the older age categories (25 to 44, 18.2%; 45 to 64, 23.1%; and over 64, 19.0%). Men are also more likely to be very

familiar (22.7%) than women (16.2%), and those who have experience participating in transportation planning are more than twice as likely to be very familiar (33.3%) than those without that experience (15.1%).

**Table 11: Familiarity with Utah Department of Transportation.**

	Region 1	Region 2	Region 3	Region 4
Not familiar	12.4%	10.7%	13.4%	16.7%
Heard of them once or twice	16.0%	13.1%	16.0%	18.8%
Somewhat familiar	57.1%	52.4%	55.2%	49.9%
Very familiar	14.5%	23.9%	15.5%	14.7%

When asked how familiar they are with UDOT's decision-making process, only about one-quarter of the respondents in each region indicated they are somewhat or very familiar and about half said they are not at all familiar (Table 12). About 3% or less in Regions 2, 3, and 4 indicated they were very familiar and only 1.6% in Region 1.

**Table 12: Familiarity with UDOT's decision-making process.**

	Region 1	Region 2	Region 3	Region 4
Not familiar	47.3%	46.1%	47.9%	52.4%
Heard about it once or twice	26.5%	27.3%	27.9%	23.9%
Somewhat familiar	24.6%	23.5%	21.6%	20.9%
Very familiar	1.6%	3.2%	2.6%	2.7%

### ***III. G. Information Sources and Providing Comments***

When asked how they receive information about UDOT, a majority both statewide and for each region indicated television reports (about 70%) and newspaper articles (51.0% or greater) (Table 13). The next most frequently mentioned sources are radio reports and family or friends. About half the respondents in Regions 1, 2, and 3 mentioned radio reports compared to 38.4% in Region 4. Only about 9% in Region 4 indicated the Internet compared to about 16% to 17% in the other three regions. Statewide only about 10% indicated public meetings and 13% said newsletters. However, 14.6% in Region 4 indicated public meetings compared to 7.4% in Region 3 and about 10% in Regions 1 and 2.



**Table 13: Sources used to receive information about UDOT.<sup>1</sup>**

Information Source	Region 1	Region 2	Region 3	Region 4	Statewide
Television reports	69.0%	72.8%	68.5%	68.4%	70.0%
Newspaper articles	59.4%	59.0%	51.0%	52.0%	56.4%
Radio reports	49.4%	51.1%	49.8%	35.2%	48.2%
Family or friends	38.8%	38.3%	37.2%	38.4%	38.8%
At work	21.7%	24.0%	18.3%	21.9%	22.9%
Internet or e-mail	16.0%	16.8%	15.6%	8.9%	15.4%
Newsletters	13.5%	14.9%	11.6%	10.7%	13.3%
Public meetings	10.2%	10.3%	7.4%	14.6%	10.2%
None	3.6%	2.3%	3.6%	4.5%	3.1%

<sup>1</sup> Percentages sum to greater than 100% due to multiple information sources selected by respondents.

When asked their *preferred* method to *receive information*, the most frequently mentioned sources in each region are television, newspaper, and newsletter (Table 14). Public meetings were the least mentioned source in each of the regions along with the Internet or e-mail. When asked the *preferred* sources to *provide comments* on transportation decision-making, mail questionnaires, Internet questionnaires, and telephone were most frequently mentioned in each region (Table 15). Public meetings were a preferred source for 10.4% respondents in Region 4 compared to about 7% to 8% of respondents in other regions.

**Table 14: Preferred sources to receive information about transportation decision-making.**

Information Source	Region 1	Region 2	Region 3	Region 4
Newspaper	30.2%	24.2%	26.0%	27.2%
Television	28.9%	32.1%	30.7%	33.8%
Newsletter	19.0%	19.7%	20.0%	20.6%
Radio	11.5%	9.5%	11.0%	6.1%
Internet or e-mail	6.8%	9.2%	7.9%	5.8%
Public meetings	2.4%	4.4%	4.0%	4.9%
None	1.3%	0.9%	0.5%	1.6%

**Table 15: Preferred sources to provide comments on transportation decision-making.**

Information Source	Region 1	Region 2	Region 3	Region 4
Mail questionnaire	39.4%	36.1%	32.6%	40.0%
Internet questionnaire	29.0%	32.5%	31.4%	21.4%
Telephone	21.3%	21.5%	24.9%	24.7%
Public meeting	7.9%	7.2%	7.2%	10.4%
Personal meeting	1.5%	0.9%	2.2%	1.6%
Other ways	0.9%	1.7%	1.7%	1.8%

### ***III. H. Perception of UDOT's Responsiveness and Fairness***

Respondents were also asked to rate UDOT's responsiveness to the public as either excellent, good, fair, or poor. A majority of the respondents in each region thought UDOT's responsiveness to the public is good or excellent (Region 1, 52.9%; Region 2, 59.5%; Region 3, 62.0%; and Region 4, 58.2%) (Table 16). Respondents in Region 2 were more likely to rate the responsiveness as poor (8.5%) than Region 3 (4.4%), Region 1 (6.6%), and Region 4 (6.2%). Respondents who indicated they had low trust in UDOT to develop a fair statewide transportation plan were more likely to rate UDOT's responsiveness as poor (36.7%) and fair (48.6%) than those with moderate or high trust (2.0% poor, 32.6% fair). Also, those who have experience with transportation planning are less likely to rate the responsiveness as good (46.2%) and more likely to rate it as poor (10.9%) than those without such experience (53.3% good and 5.8% poor).

**Table 16: UDOT's responsiveness to the public.**

Respondents' Rating	Region 1	Region 2	Region 3	Region 4
Excellent	5.8%	7.5%	4.6%	7.2%
Good	47.1%	52.0%	57.4%	51.0%
Fair	40.5%	32.1%	33.6%	35.7%
Poor	6.6%	8.5%	4.4%	6.2%

When asked the amount of trust respondents have in UDOT to develop a fair statewide transportation plan, a majority in each region indicated a moderate amount of trust (Region 1, 70.6%; Region 2, 67.3%; Region 3, 73.3%; and Region 4, 70.6%) (Table 17). Region 2 has the largest percent of respondents with low trust (15.1%) followed by Region 1 (14.0%), Region 4 (13.7%), and Region 3 (10.1%). Region 2 also has the largest percentage with high trust (17.6%) compared to Region 3 (16.5%), Region 1 (15.7%), and Region 4 (15.3%). Respondents aged 45 to 64 are more likely to have a low level of trust (19.7%) than those 18 to 24 (5.2%). Also, those who have participated in transportation planning are also more likely to have low trust (18.4%) than non-participants (12.4%). However, it should be noted younger participants were less likely to have participated in transportation planning.

**Table 17: Level of trust in UDOT to develop fair transportation plans statewide.**

Trust Level	Region 1	Region 2	Region 3	Region 4	Statewide
High	15.7%	17.6%	16.5%	15.3%	16.6%
Moderate	70.6%	67.3%	73.3%	70.6%	69.6%
Low	13.8%	15.1%	10.1%	14.0%	13.7%

Of the 2561 respondents, 339 (13.2%) indicated they had a low level of trust. Those respondents with low trust were asked about the reason they felt that way, and four did not want to comment, ten gave comments unrelated to the question, and 15 indicated they did not know. The remaining 310 respondents offered 408 responses. The most frequently mentioned reasons (25.0%) had to do with the issue of UDOT

not planning effectively. Specifically, 24 respondents (7.7%) feel UDOT wastes time and money due to poor planning, and 14 (4.5%) think the freeway system is inefficient. Another 13 feel internal bureaucracy or agendas inherently inhibit good planning. The next most frequently mentioned reasons (18.1%) dealt with public relation issues with 34 respondents (11.0%) saying they were not informed or involved in decision making. Another 29 (9.4%) felt UDOT dismissed public opinion or comments and 11 (3.5%) felt there is poor dissemination of information. Almost 16% of the comments addressed specific projects such as Legacy Highway and public transit. Another 10.3% of the comments dealt with UDOT failing to plan for rural areas and another 7.1% had to do with UDOT wasting time or money (19 respondents cited poor quality of work or maintenance). Other areas of concern involved general distrust of government agencies, concerns related to road safety, and UDOT failing to respond in a timely matter when contacted.

The 339 respondents with a low level of trust were then asked for suggestions for UDOT to address their concerns. When asked what their ideas were, 16 did not want to comment, 21 gave comments unrelated to the question, and another 85 indicated they did not know, for a total of 217 respondents offering 259 responses. More than one-third of the responses (39.4%) are about listening to the public's concerns and engaging the public in the decision making process, with 50 respondents (23.0%) saying UDOT needs to consider and listen to public input and 31 (12.0%) saying there needs to be better dissemination of information. Another 38 responses (14.7%) dealt with specific projects (e.g., public transit, Legacy Highway, and expanding light rail). Other ideas included more efficient expenditures of both time and money (10.4%) (e.g., better workmanship and using quality materials), improvements to planning efforts (17.8%), and the need to address rural needs and concerns when planning (6.2%).

### ***III. I. Participation in Transportation Decision-Making***

Respondents were asked if they had participated in transportation decision making in one or more of five different ways: 1) put name on mailing list to receive newsletters, updates, or other information; 2) attend meetings of UDOT Transportation Commission; 3) contact transportation officials to find out about specific public transportation involvement opportunities; 4) write or e-mail a transportation official; and 5) volunteer to serve on a citizen focus group or citizen's advisory committee.

Of the 2,561 respondents, 552 (21.6%) indicated they had participated in one or more of these ways. Region 2 had the greatest percentage of participants with 36.4% followed by Region 4 (30.4%), Region 1 (19.4%), and Region 3 (13.8%). Statewide, less than 4% said they had served on a citizen advisory committee and almost 9% put their name on mailing list and wrote or e-mailed a transportation official (Table 18). Almost 11% of Region 4 respondents indicated they had contacted transportation officials to find out about public involvement opportunities. The lowest participation method in each region was by volunteering to serve on a citizen advisory committee.

Those 18 to 24 years old were less likely to participate (15.4%) than the overall sample (21.6%). Those with special transportation needs were more likely to participate (35.9%) than those without those special needs (20.4%), and those with low trust were more likely to participate (29.1%) than those with moderate or high trust (20.4%). Also, those who use public transportation at least once a week were more likely to participate (28.6%) than non-users (20.1%) and similarly, the biker and walker group was more likely to participate (26.6%) than the non-biker/walker group (18.4%).

**Table 18: Ways respondents have participated in transportation decision-making.**

	Region 1	Region 2	Region 3	Region 4	Statewide
Put name on mailing list to receive newsletters, updates, or other information	7.8%	10.5%	5.4%	9.9%	8.8%
Attend meetings of UDOT Transportation Commission	6.5%	6.9%	6.3%	9.3%	7.0%
Contact transportation officials to find out about specific public transportation involvement opportunities	7.8%	7.3%	6.3%	10.5%	7.6%
Write or e-mail a transportation official	8.5%	9.2%	7.5%	8.6%	8.7%
Volunteer to serve on a citizen focus group or citizen's advisory committee	3.3%	3.3%	3.6%	5.7%	3.4%

When asked if their participation was as an individual or to represent an organization, 81.9% said as an individual and 18.1% indicated an organization. About two-thirds (66.1%) of the past participants indicated they were satisfied their input was considered during the planning process with similar results for each region (Region 1 at 65.4%; Region 2 at 62.2%; Region 3 at 69.7%; and Region 4 at 69.6%). When asked why respondents felt satisfied (n = 392), more than half (51.8%) of the responses dealt with fairness of participation proceedings (e.g., UDOT listened to and considered input, and public and UDOT made decisions together). Another response category dealt with respondents obtaining favorable results (22.2%) (e.g., problems or concerns were addressed and the suggestions were followed up on). Other reasons were in the realm of good communication with UDOT (13.3%), with respondents indicating their questions were answered, their information needs were met, or UDOT made an effort to communicate successfully.

Of the 552 people who had participated in transportation decision making, 187 (33.9%) indicated they were not satisfied and offered 212 reasons for this sense of dissatisfaction. The most frequently mentioned response concerned a lack of fairness

in participation proceedings (41.5%). Individual responses included the sense the agency had made up its mind ahead of time or public meetings were taking place only to satisfy procedural requirements. Others felt their concerns were not addressed and some had the feeling they were powerless as individuals to influence results. The next most often mentioned reason for dissatisfaction dealt with unsatisfactory response to concerns (31.1%) (e.g., unclear or no response to concerns and problems raised were not addressed). There were several respondents who are dissatisfied because they felt a non-local agency does not care about local concerns, and several others felt UDOT has no interest in their input.

### ***III. J. Priority of Transportation Needs***

Respondents who indicated they have special transportation needs, have a low level of trust, and/or have transportation planning experience (35.0%, n = 896) were asked to prioritize 16 aspects of transportation needs in terms of allocating limited funds. They were asked what priority they would rate the items on a priority scale of one to five with 1 = very low and 5 = very high priority. Results are shown in Tables 19 to 21.

The highest rated item is improving the safety of highways and freeways, where more than half of respondents (53.8%) thought this should be a very high priority and only 2.4% a very low priority (Table 19). Other high priority items were in the realm of maintenance, where 39.3% thought maintenance and rehabilitation of bridges and highways should be very high and 30.2% rated increasing capacity for snow removal and salting as very high. In the area of alternative transportation, 38.6% think increasing opportunities for mass transit should have a very high priority (5.4% said very low), but only 17.3% think adding more bike and pedestrian pathways should be a very high priority (12.3% said very low).

**Table 19: Funding priority for safety, maintenance, and alternative transportation improvements.**

What priority would you give:	Priority Rating (1 = Very Low Priority and 5 = Very High Priority)					Mean <sup>1</sup>
	1	2	3	4	5	
Improving the safety of highways and interstates?	2.4%	3.8%	12.2%	27.8%	53.8%	4.3
Maintenance and rehabilitation of highways and bridges?	2.2%	2.4%	21.6%	34.5%	39.3%	4.1
Increasing capacity for snow plowing and salting highways and interstates?	4.3%	7.7%	28.5%	29.3%	30.2%	3.7
Increasing opportunities for mass transit?	5.4%	8.6%	22.5%	24.9%	38.6%	3.8
Adding more bike and pedestrian pathways?	12.3%	16.4%	33.3%	20.6%	17.3%	3.1

<sup>1</sup> Mean score (average) calculated on a priority scale where 1 = Very Low Priority and 5 = Very High Priority.

Also ranked high were items dealing with traffic improvements with 43.3% saying reducing traffic congestion should have a very high priority (Table 20). Moderately high traffic improvement items are reducing flow on existing highways and interstates (27.9% very high) and reducing commuting times (29.6% very high). Environmental improvement items were also given moderately high priority ratings (reducing air pollution from traffic with 39.9% very high and 5.3% very low and reducing the environmental impact of transportation projects with 28.4% very high and 6.8% very low).

**Table 20: Funding priority for reduction of traffic and environmental improvements.**

What priority would you give:	Priority Rating (1 = Very Low Priority and 5 = Very High Priority)					Mean <sup>1</sup>
	1	2	3	4	5	
Reducing traffic congestion?	4.2%	4.4%	16.9%	31.2%	43.3%	4.1
Reducing traffic flow on existing highways and interstates?	5.5%	6.6%	29.0%	31.0%	27.9%	3.7
Reducing commute times?	5.8%	10.1%	29.0%	25.5%	29.6%	3.6
Reducing air pollution from traffic?	5.3%	5.9%	20.6%	28.3%	39.9%	3.9
Reducing the environmental impact of transportation projects?	6.8%	9.7%	29.5%	25.6%	28.4%	3.6

<sup>1</sup> Mean score (average) calculated on a priority scale where 1 = Very Low Priority and 5 = Very High Priority.

Expanding capacity items were also rated as being high priorities. Improving and expanding capacity to keep people moving had a mean value of 4.0 with 36.2% rating it as very high, and improving and expanding capacity to keep freight and goods moving also had a mean of 4.0 with 33.2% rating it as very high (Table 21). Fewer respondents thought adding more passing lanes should have a very high priority (24.0%). Minimizing costs of transportation projects was also rated high with 39.0% saying it should have a very high priority and only 2.3% indicating the priority as very low. Essentially rated as neutral are improvements to benefit tourism and recreational travel in the state. Improving care and maintenance of scenic overlooks had a mean score of 3.0 (12.1% very high priority and 8.7% very low priority), and adding more waysides and rest areas on highways had a mean of 2.9 (13.7% very high priority and 13.8% very low priority).

**Table 21: Funding priority for expansion, economizing, and tourism improvements.**

What priority would you give:	Priority Rating (1 = Very Low Priority and 5 = Very High Priority)					Mean <sup>1</sup>
	1	2	3	4	5	
Improving and expanding capacity to keep people moving?	2.4%	5.0%	22.6%	33.8%	36.2%	4.0
Improving and expanding capacity to keep freight and goods moving?	1.7%	5.0%	22.8%	37.3%	33.2%	4.0
Adding more passing lanes on highways?	8.4%	13.1%	31.2%	23.3%	24.0%	3.4
Minimizing costs of transportation projects?	2.3%	5.4%	24.8%	28.6%	39.0%	4.0
Improving care and maintenance of scenic overlooks?	8.7%	22.3%	37.4%	19.5%	12.1%	3.0
Adding more waysides and rest areas on highways?	13.8%	23.1%	34.0%	15.5%	13.7%	2.9

<sup>1</sup> Mean score (average) calculated on a priority scale where 1 = Very Low Priority and 5 = Very High Priority.

In examining the priority mean scores by regions, several contrasts were revealed. Using ANOVA tests of statistical significance, seven of the sixteen priority statements have mean score differences at  $p \leq .01$  (Table 22). Responses in Region 4 have lower mean scores than in each of the other three regions in terms of the priority given to increasing opportunities for mass transit and reducing commuting times. Region 2 responses have a significantly higher mean for adding more bike and pedestrian pathways than those in Region 4. Regions 1 and 3 have a higher mean when asked the priority of reducing traffic congestion than Region 4. For both environmental statements, reducing air pollution from traffic and reducing the environmental impact of transportation projects, the Region 2 mean score is significantly higher than respondents in Region 4. Region 4 respondents place a higher priority on adding more passing lanes on highways than those in Regions 1 and 2. Also, the responses in Region 3 had a significantly higher mean than the responses in Region 2 in terms of adding more passing lanes.

**Table 22: Priority statements mean score statistical comparisons by regions.<sup>1,2</sup>**

Priority Spending Statement	Region 1	Region 2	Region 3	Region 4
Increasing opportunities for mass transit**	4.01 <sub>4</sub>	3.99 <sub>4</sub>	3.86 <sub>4</sub>	3.48 <sub>1,2,3</sub>
Adding more bike and pedestrian pathways*	3.04	3.26 <sub>4</sub>	3.31	2.98 <sub>2</sub>
Reducing traffic congestion*	4.22 <sub>4</sub>	4.06	4.17 <sub>4</sub>	3.86 <sub>1,3</sub>
Reducing commute times**	3.83 <sub>4</sub>	3.74 <sub>4</sub>	3.85 <sub>4</sub>	3.24 <sub>1,2,3</sub>
Reducing air pollution from traffic**	3.88	4.09 <sub>4</sub>	3.96	3.70 <sub>2</sub>
Reducing the environmental impact of transportation projects**	3.59	3.82 <sub>4</sub>	3.54	3.33 <sub>2</sub>
Adding more passing lanes on highways**	3.31 <sub>4</sub>	3.22 <sub>3,4</sub>	3.61 <sub>2</sub>	3.63 <sub>1,2</sub>

<sup>1</sup> Mean scores were tested using ANOVA procedures. Statements with statistically significant differences between the regions' means are denoted by a single asterisk (\*) at  $p \leq .01$  and by a pair (\*\*) at  $p \leq .001$ .

<sup>2</sup> Regions' statistically mean differences were revealed using Tukey's post hoc test. A subscript next to the mean score denotes the region whose score it differs from (ex., 3.5<sub>4</sub> in the cell for Region 2 means that the statement mean score for Region 2 is significantly different than the score for Region 4).

#### ***IV. SUMMARY***

Utah residents believe transportation is very important to their quality of life, and they are generally satisfied with the transportation system, highway conditions, and existing mix of highways and other types of transportation. Concerns primarily involve construction/maintenance and safety issues statewide, and congestion and public transportation needs in northern Utah. Access, cost, and environmental issues are also of concern to the residents of the state, with air pollution the primary environmental concern. In general, the more politically charged issues of transportation costs, environmental quality, and bike/pedestrian and recreation access emerged as important, but these are secondary issues according to the results from both quantitative and open-ended questions on the survey. This indicates these are concerns of the general public, but not as central or as critical to transportation planning as the more traditional concerns of construction, maintenance, and safety. The two exceptions to this are the need for mass transit and need to reduce air pollution, which are particular concerns in the more urbanized parts of the state.

The picture is a bit more mixed regarding familiarity with UDOT and its decision-making processes. While about 70% of Utahns feel somewhat or very familiar with UDOT, only about 25% feel somewhat or very familiar with UDOT decision-making processes. Similarly, 22% have actually participated in past UDOT planning or project decisions. This indicates there are two very different levels of citizen involvement: a relatively high number (about one-fifth) are quite active and aware, while most residents (about four-fifths) are basically unaware of UDOT decision-making processes and participate very little, if at all.

Perceptions of trust and responsiveness are also mixed, but generally positive. Most Utahns (about 70%) have a moderate level of trust in UDOT to develop fair transportation plans, and the number of those with a low level of trust are about as equal to the number of those with a high level of trust (about 15% each). Most respondents rated UDOT's responsiveness to the public as fair to good, with a similar number rating it as either poor or excellent (5% to 9%, depending on the region). Of the 22% of respondents who have actually participated in UDOT planning or decision-making, about two-thirds felt their input was actually considered.

Several open-ended questions provided respondents with the opportunity to give suggestions for improving participation and perceptions of trust and responsiveness. First, most people get their information about UDOT from mass media accounts and word of mouth. While television and newspapers remain important preferred sources of information, more people would like to get information from newsletters and the Internet than currently do, and they would like to provide input via mail questionnaires, the Internet, and by telephone. Public meetings, the most traditional form of public involvement, and even personal meetings, ranked quite low as preferred ways to get and provide information. Most people are not activists and seem to prefer impersonal ways to provide input. Since law requires public meetings,



our results indicate a need to go beyond the legal requirements for public involvement and to diversify the UDOT outreach effort.

Responses to open-ended questions also indicate a shift in the general purpose or objectives of UDOT's public involvement efforts may be needed to recognize the importance of the *process* of public involvement as well as the *content* per se. For example, for reasons why people were satisfied or not satisfied their input was considered, about twice as many responses addressed the public involvement process, or the perceived *fairness* of the process, compared to the number of responses related to the actual outcome or decision. Recommendations for addressing low levels of trust were dominated by comments about public relations and the need to listen to the public as opposed to specific decisions with which respondents disagreed, like "Legacy Highway" or the need for more mass transit. These results mirror the literature on "procedural justice" that indicates most public involvement efforts focus on the desire to get content or opinion-oriented input, but that the amount and specific methods of public involvement are equally important. Key factors of procedural justice are the process must be transparent, the methods must be viewed as fair, and the agency must be open-minded and explain how and why the public input was or was not used. To meet these objectives, there must be a diversity of input methods, and the process must be iterative and responsive. It also means public involvement efforts are an end in and of themselves, and not just to meet the procedural requirements or to obtain content on specific planning or project decisions.

#### ***IV. A. Regional, Subgroup, and Stakeholder Differences***

There were some interesting differences in the responses from different regions. Region 4 respondents were slightly more likely than other respondents to rate the condition of highways as poor or fair, and to say they were not familiar with UDOT decision-making processes. Region 1 and 2 residents were slightly more likely than other respondents to say too much emphasis is placed on highways, and less likely to say they felt their input was used in the planning process. However none of these differences were statistically significant and may simply be an artifact of sampling. Statistically significant findings were southern Utah residents (Region 4) are less likely to use mass transit than residents of the other regions, and residents of Region 2 tend to be more familiar with UDOT, which may be due to the 2002 Winter Olympic Games. Region 4 respondents are also less likely to say an interconnected system of different transportation modes and a commuter transit system are important to their quality of life than those in the other regions. Similarly, when asked about funding priorities, Region 4 respondents rated increasing mass transit opportunities lower than the other regions. In open-ended responses, residents of northern Utah were more likely to be concerned with mass transit, congestion, and air pollution, while residents in Region 4 were less likely to say they would like to receive information or provide input via the Internet.

Due to the large number of potential analyses, demographic and stakeholder subgroup analyses were only run for the primary quantitative variables: importance of

transportation issues to quality of life; familiarity with UDOT and UDOT's decision-making processes; overall satisfaction with the transportation system; perceptions of highway conditions; the emphasis on highways *versus* other types of transportation; and the trust, responsiveness, participation, and funding priority questions.

There was only one gender difference: males were more likely to be familiar with UDOT than females. There were many differences of opinion for respondents in different age categories, however. Respondents in the youngest (18-24 years old) and oldest (over 64 years old) age categories are less familiar with UDOT, and less likely to have participated in UDOT decision-making compared to young adults and middle aged respondents (25 to 64 years old). Older respondents were also less likely to feel there is too much emphasis placed on highways compared to other forms of transportation. And finally, respondents in the 45 to 64 age categories are less satisfied with the state transportation system than all other respondents, and they have lower trust levels than 18-24 year olds.

The lack of awareness and participation of 18 to 24 year olds is understandable; they have less experience in transportation issues, and probably less interest (at least compared to dating, starting jobs, and raising children) or need to be involved in highway and road decisions. And the skepticism of middle-aged respondents is understandable for the opposite reasons. This needs to be addressed with UDOT outreach efforts. But the lack of awareness and participation of older Utahns is a surprise. Certainly, these citizens would have the most experience with highways and transportation issues, and as they get older, one would expect a greater vested interest in having a diversity of transportation alternatives available. Furthermore, past studies have shown retirees are often more active and involved in civic affairs than working people because they have more time available and they are healthier and have more discretionary income than at any time in the past. It is possible older citizens are more linked to vehicle travel and traditional transportation approaches than other age groups, because they are most familiar with these, especially in western cities and towns where mass transit and other alternatives have not been available. If this is the case, it presents a special need for UDOT information and education programs. As the population of Utah ages, residents in the older age categories will *need* alternative forms of transportation. And since it appears younger and middle-aged adults appear more open (at least slightly) to transportation alternatives, the acceptability of non-traditional transportation alternatives may be increasing in Utah. This conclusion is similar to the findings related to respondents with special transportation needs.

We found that 7% of all Utah households (43,137) have at least one family member with special transportation needs, and one-third of those have had trouble meeting those needs. Most of these problems are related to accessibility, physical barriers, scheduling, information availability, and cost issues. A few people noted agency personnel are not responsive to their needs. These issues need increased attention, because this stakeholder group is becoming an increasing force in transportation—over one-third (36%) have participated in transportation planning (about 15,000

persons statewide), compared to 20% of those without special transportation needs. This number is likely to increase as the population and number of older residents increases in future years.

Another important stakeholder group consists of residents who use bicycles or walk as a form of transportation. While we could not get an estimate of the number who are *dependent* on walking or biking, we did find approximately one-third of Utah adults walk or bike as a form of transportation on a regular basis (at least once per week). This is a very large number of people (about 500,000 persons), and they are also more likely than non-bike/ped respondents to have participated in transportation planning and decision-making (27% compared to 18%). Predictably, the main concern of the bike/ped group is they feel there is too much emphasis on highways, compared to other forms of transportation.

#### ***IV. B. Conclusions***

Extrapolating our findings to the general population, over one-fifth of Utah adults, or about 333,000 persons (based on the 2000 Census) have participated in transportation planning in one or more of the five ways identified in the survey. Past participants are especially likely to be middle aged, familiar with UDOT, be walkers or bikers, have a low level of trust, rate UDOT's responsiveness as being "poor," feel UDOT places too much emphasis on highways, and have someone in their family with special transportation needs. This should come as no surprise to UDOT staff who have been responsible for public involvement effort.

These results indicate UDOT is reaching a lot of Utahns, and many of these participants are satisfied they are being heard and most are satisfied with the transportation system and road conditions in the state. A few of the participants are not, and they seem to have very specific concerns that are personally relevant. These needs are important for UDOT to consider, and although these will become more important in the future, these are not necessarily reflective of most Utahns. Often it is advocates and disgruntled citizens who participate in public involvement efforts. While it is important for both information gathering and public relations reasons to provide these input opportunities, especially since so many state residents participate, most Utahns are still primarily dependent on the automobile and generally satisfied with the job UDOT is doing. Most people feel UDOT should continue to focus on traditional concerns (especially construction and maintenance) and do not see the need for a major overhaul in the UDOT mission. However, public transportation, congestion, transportation costs, and environmental quality are also important concerns that can be at least partially addressed with interconnected, multi-modal transportation options of which the general public may not be aware. The extent to which these options may become acceptable to the average, non-activist Utah resident, will depend on the quality, amount, and specific processes of education, outreach, and participation, and the types and effectiveness of partnerships UDOT implements to meet those needs in the coming years.

***APPENDIX A:***

***2003 UDOT Benchmark Telephone Survey Instrument***

**2003 UDOT BENCHMARK TELEPHONE SURVEY****(Basic Survey)**

Hello, my name is \_\_\_\_\_. I am calling for Utah State University and we are conducting a survey of Utah residents about transportation issues in the state. This is a survey and I am not trying to sell anything. Your answers will help state officials allocate your tax dollars for transportation needs more efficiently. The survey should only take a few minutes.

Are you 18 years or older?

(IF NO, ASK TO SPEAK TO AN ADULT WITH THE MOST RECENT BIRTHDAY AND REPEAT INTRODUCTION.)

- 1) Which of the following types of transportation do you use at least once a week?

(YES/NO ANSWERS. READ RESPONSES.)

Do you use a car, truck, or van?

A motorcycle?

Do you use bus or light-rail (TRAX)?

Ride a bicycle?

Walk to work, to shop, or other destinations?

(DOES NOT INCLUDE WALKING FOR FUN OR RECREATION.

DOES INCLUDE WALKING TO SCHOOL, TO CHURCH, WALKING KIDS TO SCHOOL, ETC.)

- 2) How familiar, are you with the Utah Department of Transportation or UDOT?

Are you: (READ RESPONSES.)

Very familiar,

Somewhat familiar,

Heard of them once or twice, or

Not at all familiar?

- 3) The state transportation system includes forms of travel such as buses, cars, bicycles, walking, and commuter trains, and so it affects everyone's quality of life. How important to your quality of life is: (READ LIST. ROTATE)

Travel time between destinations? Would you say "very important, moderately important, slightly important, or not important?"

(REPEAT SCALE ONCE OR TWICE)

A safe bus or public transit system?

An interconnected system of road, public transportation, bicycling, and walking routes?

Safety for drivers, pedestrians, and cyclists?

Affordable transportation costs?

Traveling to outdoor recreation areas?

Scenic overlooks along roads and highways?

Easy access to work, shopping, and other regular destinations?

Timely road maintenance and repair?

Highway waysides and rest areas?

Clean air by reducing automobile and truck exhaust emissions?

The appearance of our major roads and highways in town?

Walking and bike paths?

Transportation of consumer goods by truck and rail?

A quality transportation system to provide opportunities for tourism in the state?

Commuter bus or rail system between cities and towns

- 4) Overall, how would you rate your satisfaction with the state transportation system today? Are you: (READ RESPONSES. ALLOW FOR "NEITHER SATISFIED OR DISSATISFIED RESPONSE" (3) BUT DON'T READ.)

Very Satisfied (1),

Satisfied (2),

Dissatisfied (4), or

Very Dissatisfied (5)?

- 5) What are your primary concerns about transportation in Utah?  
(OPEN ENDED, PROBE FOR UP TO THREE RESPONSES BY ASKING "IS THERE ANYTHING ELSE?" DO NOT READ LIST. KEEP ALL RESPONSES OPEN ENDED. DON'T USE PREDETERMINED LIST.)

- 6) Do you or any of your family members need types of transportation or special equipment to help people with physical disabilities, age, or other special needs? (THIS IS THE FIRST FILTER QUESTION. IF THE RESPONDENT ANSWERED YES, THEY WILL BE ASKED TO COMPLETE ITEMS IN THE EXTENDED SURVEY.)

No

Yes (IF YES,) What type of transportation or special equipment is that?

---

(IF YES, THE NEXT TWO QUESTIONS ARE PART OF THE EXTENDED SURVEY TO BE ASKED OF THE RESPONDENTS WHO INDICATED THAT THEY NEED TRANSPORTATION AVAILABLE FOR PEOPLE WITH SPECIAL NEEDS OR PHYSICAL DISABILITIES. IF NO, GO TO QUESTION #7.)

E1) Have you experienced any problems meeting those transportation needs?

No

Yes (IF YES,) Can you tell me what those problems were?

(PROBE TRYING TO DETERMINE WHEN, WHERE, HOW OFTEN.)

E2) The Utah Department of Transportation wants all people to have access to the state's transportation system regardless of age, income, special needs, or disabilities. What ideas do you have that would help UDOT meet this objective?

(OPEN ENDED. PROBE FOR UP TO THREE RESPONSES, "IS THERE ANYTHING ELSE?")

Next, I have some questions about the Utah Department of Transportation. UDOT is responsible for constructing and maintaining state highways, freeways, and state roads through towns, but not local neighborhood streets. So, when answering the following questions, please keep these types of roads in mind.

7) Overall, how would you rate the condition of state highways and freeways?  
(READ RESPONSES.)

Excellent,

Good,

Fair, or

Poor?

8) From which of the following sources do you receive information about UDOT? (READ LIST BY ITEM AND CHECK ALL THAT APPLY.)

Newspaper articles?

Radio reports?

TV reports?

Internet or E-mail?

Family or friends?

At work?

Public meetings?

Newsletters?

- 9) How familiar are you with UDOT's decision making process? Are you:  
(READ RESPONSES.)  
Very familiar,  
Somewhat familiar,  
Heard about it once or twice, or  
Not at all familiar?
- 10) How would you prefer to receive information about transportation decision making? (READ LIST AND ASK RESPONDENT TO PICK ONE.)  
Public meetings,  
Newsletters,  
Internet or E-mail,  
Newspaper,  
Radio, or  
TV?
- 11) What is the most convenient way for you to provide comments or feedback on transportation decision-making activities?  
(READ LIST BY ITEM. ASK RESPONDENT TO PICK ONE.)  
Mail questionnaire,  
Public meeting,  
Internet questionnaire,  
Personal meeting, or  
Telephone?  
Other ways? \_\_\_\_\_
- 12) How would you rate UDOT's responsiveness to the public?  
(READ RESPONSES.)  
Excellent,  
Good,  
Fair, or  
Poor?
- 13) Based on what you know or have heard about UDOT, how much trust do you have in the department to develop fair transportation plans statewide?  
Do you have a:  
(READ RESPONSES. THIS IS THE SECOND OF THREE FILTER QUESTIONS FOR EXTENDED SURVEY QUESTIONS.)  
High level of trust,  
Moderate level of trust, or  
Low level of trust?



(THE NEXT TWO QUESTIONS ARE PART OF THE EXTENDED SURVEY TO BE ASKED OF THE RESPONDENTS WHO INDICATED THEY HAVE A LOW LEVEL OF TRUST WITH UDOT DEVELOPING FAIR TRANSPORTATION PLANS STATEWIDE. IF NOT, GO TO QUESTION #14.)

E3) Can you tell me the reasons for this low level of trust?  
(OPEN ENDED. PROBE FOR UP TO THREE REASONS.)

E4) Can you think of anything UDOT can do to address your concerns?  
(OPEN ENDED. PROBE FOR UP TO THREE REASONS, "IS THERE ANYTHING ELSE?")

14) In your opinion, does UDOT place:  
(READ RESPONSES.)

- 1) Too much emphasis on highways,
- 2) Too much emphasis on other types of transportation, or
- 3) The right amount of emphasis on both highways and other types of transportation?

(THE NEXT QUESTION IS THE THIRD FILTER QUESTION. IF THE RESPONDENT ANSWERS YES TO ONE OR MORE OF THE FOLLOWING ASPECTS OF PUBLIC PARTICIPATION, THEN THOSE RESPONDENTS WILL BE ASKED QUESTIONS IN THE EXTENDED SURVEY.)

15) There are various ways citizens of Utah may participate in the transportation decision-making process. Have you ever participated by:  
(READ LIST. ROTATE.)

Putting your name on a mailing list to receive newsletters, updates, or other information?

Yes          No

Attending meetings of the UDOT Transportation Commission?

Yes          No

Contacting transportation officials to find out about specific public involvement opportunities available in your area?

Yes          No

Writing or e-mailing a transportation official?

Yes          No

Volunteering to serve on a citizen focus group or citizen's advisory committee?

Yes          No

(THE NEXT TWO QUESTIONS ARE PART OF THE EXTENDED SURVEY TO BE ASKED OF THE RESPONDENTS WHO INDICATED THEY HAD PARTICIPATED IN SOME FORM OF TRANSPORTATION PLANNING.)

E5) Did you participate as a private citizen or were you representing a group or organization?

Individual

Organization

(IF GROUP,) What group or organization were you representing?

\_\_\_\_\_

E6) Were you satisfied that your input was considered during the planning process?

Yes (IF YES,) Why is that? \_\_\_\_\_

No (IF NO,) Why not? \_\_\_\_\_

**(Remaining Extended Survey)**

(THE REMAINDER OF THE QUESTIONS ARE TO BE ASKED OF ALL EXTENDED SURVEY PARTICIPANTS.)

E7) UDOT planners consider different aspects of transportation needs when deciding how to allocate limited funds. What priority should the following items have for funding on a priority scale of one to five where 1 = very low priority and 5 = very high priority. What priority would you give: (ROTATE. READ LIST.)

Improving the safety of highways and interstates?

Adding more bike and pedestrian pathways?

Improving and expanding capacity to keep people moving?

Reducing air pollution from traffic?

Improving and expanding capacity to keep freight and goods moving?

Reducing the environmental impact of transportation projects?

Adding more passing lanes on highways?

Maintenance and rehabilitation of highways and bridges?

Reducing traffic flow on existing highways and interstates?

Increasing opportunities for mass transit?

Reducing commute times?

Increasing capacity for snow plowing and salting highways and interstates?

Minimizing costs of transportation projects?

Improving care and maintenance of scenic overlooks?

Reducing traffic congestion?

Adding more waysides and rest areas on highways?

(AFTER READING PRIORITY ITEMS, PROBE FOR ANY ADDITIONAL ITEM BY ASKING “IS THERE ANY OTHER ITEM THAT UDOT SHOULD CONSIDER AND HOW WOULD YOU RATE THAT ITEM ON THE PRIORITY SCALE?”

**(Basic and Extended Survey)**

I have just a few more questions.

16) Are you a member of a civic organization or interest group that has concerns about transportation issues in Utah?

Yes    No

(IF YES,) What is that organization’s name? \_\_\_\_\_

17) Gender (IDENTIFY BY VOICE.) \_\_\_\_ Male    \_\_\_\_ Female

18) What county do you live in? (USE PRE-CODED LIST.) \_\_\_\_\_

19) What is your zip code? \_\_\_\_\_

20) In what year were you born? \_\_\_\_\_

**(CLOSING)**

These are all the questions I have. Thank you for your time. If you are interested in viewing the results of this survey, it will eventually be posted on the UDOT web site at [www.udot.utah.gov/](http://www.udot.utah.gov/). The website also contains more information about the transportation planning process.

**LONG-RANGE  
TRANSPORTATION PLANNING  
IN UTAH:  
SUMMARY OF RESEARCH RESULTS FROM  
INTERVIEWS AND FOCUS GROUPS**

FINAL REPORT FROM PHASE II OF THE  
2003 UTAH DEPARTMENT OF TRANSPORTATION  
(UDOT) BENCHMARK STUDY



Natural Resource and Environmental Policy Program  
Institute for Outdoor Recreation and Tourism  
Department of Environment and Society  
Utah State University  
Logan, Utah

***Long-Range Transportation Planning in Utah:  
Summary of Research Results  
From Interviews and Focus Groups***

*Final Report from Phase II of the  
2003 Utah Department of Transportation (UDOT)  
Benchmark Study*

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## **TRANSPORTATION ACRONYMS USED IN THIS REPORT**

AASHTO – American Association of State Highway and Transportation Officials

ADA – Americans with Disabilities Act

AOGs – Association of Governments

CMPO – Cache Metropolitan Planning Organization

CSS – Context Sensitive Solutions

DEQ – Department of Environmental Quality

DWR – Division of Wildlife Resources

EIS – Environmental Impact Statement

FHWA (FHA, *sic*) – Federal Highway Administration

FTA – Federal Transit Administration

HOV – High-Occupancy Vehicles

MAG – Mountainland Association of Governments

MPO – Metropolitan Planning Organization

NEPA – National Environmental Policy Act

PIC – Public Involvement Coordinators

STIP – Statewide Transportation Improvement Program

TIP – Transportation Improvement Program

UDOT – Utah Department of Transportation

UTA – Utah Transit Authority

VMD – Vehicle Miles Driven

WFRC – Wasatch Front Regional Council (1<sup>st</sup> MPO in state)

WSTO – Western States Transportation Officials

## ***I. INTRODUCTION***

The purposes of the 2003 UDOT Benchmark Study conducted by Utah State University (USU) are to provide the Utah Department of Transportation (UDOT) with information for use in its statewide, long-range transportation plan and to provide benchmark data for tracking trends over time. The study was conducted jointly by the Institute for Outdoor Recreation and Tourism and the Natural Resource and Environmental Policy Program, which are both administered through the Department of Environment and Society in the College of Natural Resources at Utah State University. The 2003 UDOT Benchmark Study involved two phases and the USU research team produced two final reports, one for each phase of the research project.

Phase I consisted of gathering representative, statewide, baseline data through use of a telephone survey administered to the general population of the state. The ten-minute telephone interviews covered five basic topics: 1) current transportation uses and concerns; 2) future preferences for transportation alternatives; 3) familiarity with UDOT and its planning and decision processes; 4) past involvement in transportation planning; and, 5) demographic and stakeholder group characteristics. A total of 2,561 interviews were completed with a response rate of 60%. Results are representative at the 95% confidence level at +/-2 points for the state and +/-4 points for each UDOT Region. Findings are summarized for the whole state, for each of the four UDOT Regions, and for respondent subgroups based on key demographics (e.g., age and gender), stakeholder representation (e.g., respondents with special transportation needs, public transit users, bicycle riders or pedestrians, and past participants in UDOT decision making), and attitudinal characteristics (e.g., level of trust). The report for Phase I is titled *Long-Range Transportation Planning in Utah: Summary of Research Results from a Statewide Telephone Survey*, by Douglas Reiter, Dale Blahna, Steven Burr, and Christina Klien, June 2003.

In Phase II of the 2003 UDOT Benchmark Study, the USU research team conducted semi-structured, face-to-face interview and focus-group sessions with people inside UDOT (17 interviews; 4 focus groups) and external to the organization (14 interviews; 5 focus groups). The people participating in these 40 different information-gathering sessions were key stakeholders identified in collaboration with UDOT staff, and were selected to supplement the public involvement and stakeholder group outreach effort that UDOT conducted. A total of 98 participants were involved in these USU-conducted sessions. Internal participants included Utah Transportation Commissioners, UDOT administrators, public information coordinators, and regional maintenance staff. External participants included regional transportation and planning organization directors, natural resource and environmental agency staff, and representatives of four special interest groups (persons with disabilities, bicyclists, environmental groups, and advocates for persons with low incomes). This report focuses on presenting the research results from Phase II of the study.



## ***II. METHODS AND PROCEDURES***

Phase II consisted of an open-ended process for gathering more focused, in-depth information from people specifically selected for their involvement in, knowledge of, or concern about transportation planning. Information was gathered from these people through use of key-informant interviews and focus groups. The advantage of Phase II is that it can provide insights into topics not well suited to more structured surveys. Thus, it provides a nice complement to the research results presented in the Phase I report.

The information-gathering sessions focused on questions pertaining to transportation planning, the long-range transportation plan, UDOT's image, the role of other entities in transportation planning, and UDOT's organizational structure and effectiveness. USU researchers utilized semi-structured interview questions. The specific process of each session differed, depending upon whether it was an individual interview or a focus group.

The process used for *interviews* included: one interviewer per interview; interview information was recorded both by hand-written notes as well as a tape recorder; and, interviews were scheduled for about two hours each. The process used for *focus groups* included: two facilitators per session; sessions were recorded both by hand-written notes as well as a tape recorder; facilitators led in a round of introductions, noted their affiliation with Utah State University, and clarified their role as contractors to UDOT; focus groups were generally kept small (6-10 people); and, ground rules were set before the focus groups began.

In both types of sessions, an explanation for the research was given to the participants and they were asked for informed consent to participate before the session continued. The explanation given for the research was along these lines:

“UDOT is in the process of developing a statewide long-range transportation plan and would like input from a variety of stakeholders affected by transportation decisions. UDOT has hired USU to conduct a number of meetings across the state to help it identify issues, needs, preferences and goals for transportation in Utah over the next 25 years. You have been asked to participate in this focus group because you have been identified as individuals having a special interest in Utah's transportation system and its future.”

Four sets of questions or protocols were developed corresponding to the four types of sessions: 1) internal individual interviews, 2) internal focus groups, 3) external individual interviews, and 4) external focus groups (see Appendix A). These protocols consisted of semi-structured questions. All of the major question categories were asked, but the specific wording and prompts differed depending on the actual content and flow of the sessions. “Probes” and follow-up questions were asked as time permitted or in an effort to get more detailed responses to the primary questions. Additionally, other questions were asked by the interviewers or scribes, depending on the flow and content of the session.

The data gathered in Phase II were analyzed largely through the use of thematic and content analysis of the texts from the interview and focus group sessions. The first step in this analysis involved transcribing the tapes of the sessions. Most members of the USU research team then read through the set of “raw” transcripts and discussed the major themes they saw arising from the material. Next, a more detailed thematic coding scheme was developed. The transcripts of several sessions were coded by different members of the research team (i.e., coders), differences between the codes they assigned to sections of textual material were discussed, and the coding scheme was refined. These coders worked through several iterations of coding the same sessions to clarify the meaning of various codes and to establish inter-rater reliability, which ensures that different coders mark the same sections of text with the same codes. Finally, a master list of the pages of text on which all of the codes were located was produced. This organization of the coded textual material was used by the authors to write this report. The report writing task involved further organization, interpretation, and analysis as the authors analyzed the themes embedded in the texts and pieced together the story of what the participants, collectively, had to say about transportation planning in Utah and the statewide, long-range transportation plan.

Because of the nature of the textual material gathered from the interviews and focus groups, this report summarizes these comments in a general, qualitative way. Results cannot accurately be reported in a tabulated or statistical fashion because the questions were not asked in a systematic fashion or order. However, since a relatively standard set of topics was discussed in these sessions, some generalizations are made about the relative importance of various issues and the differences of opinion that were expressed. Quotes are used to illustrate some points that are best made using the participants’ own voices and to give readers a sense of the richness of the textual data.

### ***III. RESEARCH RESULTS***

Six major themes emerged from analysis of the interview and focus group transcripts.

#### ***III. A. Theme 1: Challenges Involved in Comprehensive and Innovative Transportation Planning***

The first major theme that emerges from the Phase II interview and focus group data concerns the challenges, dilemmas, and problems involved in doing comprehensive and innovative transportation planning. In general, these challenges were perceived as having to do with changes occurring in the transportation context in Utah, coordination difficulties related to the separation of planning functions between different tasks and different agencies, technical and political complexities involved in the transportation planning process, and the need for a paradigm shift in thinking about transportation issues to meet future needs.

##### ***III. A. 1. Transportation Planning Context in Utah***

Utah's rapid population growth was often mentioned by participants as one of the key factors influencing the transportation planning context. They noted that rapid growth places additional demands on the transportation system which causes congestion, particularly in highly-used corridors and at key interchanges. The rate of growth was seen as problematic because transportation agencies cannot keep pace in responding to new infrastructure demands and have difficulty staying "ahead of the curve." In particular, people often noted that vehicle miles driven (VMD) were increasing at a faster rate than population growth, and both were increasing at a much faster rate than the increase in highway capacity. Providing new infrastructure to meet growth in transportation demand makes it hard for UDOT to allocate sufficient resources to system maintenance needs. Quite a few people thought we would never again see the level of transportation service we have now or even had a few years ago. In addition to the Wasatch Front, several other high growth areas were seen to have pressing transportation needs, such as Southwestern Utah, Cache Valley, Tooele, and the Wasatch Back.

Suburban sprawl was seen as a major challenge for transportation planners. Participants were often critical of large developments that occurred distant from existing infrastructure because of the expectations on the part of the developers or new communities that UDOT would provide the roads. As one person noted, "Government should spend their money where it would do the most number of people the most good. So money should be spent in areas that are already developed for road improvements, rather than in new developments for a few new homes." Another person said, "It is not the responsibility of every taxpayer in the United States to subsidize the right of people to live farther away from their work places."

Quite a few people noted that transportation demands are changing and diversifying, some of which is directly related to the state's economy. Utah's attempt to better position itself in national and international markets has made all forms of transportation

increasingly important as a key infrastructural component underpinning economic development. With industry working more on a “just-in-time delivery” basis, avoiding congestion in the transportation infrastructure becomes critical to the state’s economic future.

Some participants cited specific examples of connections between Utah’s economy and transportation needs. The laying of utility and communication lines in transportation corridors is an important issue for UDOT and other land management agencies. Rural areas have seen an increase in heavy truck traffic related to coal development, methane gas wells, and hauling of mill tailings, as noted by many of UDOT’s own regional employees. Increased tourism in southern Utah places much demand on state roads and is connected in some places to an increase in off-road vehicle traffic, which can make access routes and staging areas in need of increased attention from UDOT. Major interstate highways, particularly the I-15 corridor that carries traffic from Mexico to Canada, have experienced increased volumes of traffic in the wake of the North American Free Trade Agreement (NAFTA). This interstate traffic causes certain maintenance problems for UDOT employees in rural areas because truckers in a hurry often dispose of trash improperly and do not use designated rest stops. The transportation of certain types of potentially hazardous cargo through heavily-used urban traffic corridors is also of concern to some people.

In addition to the economy, the other major factor influencing changes and diversification in transportation demand is public expectations for system-wide and intermodal solutions. While most people admitted private automobiles and roads would still be important components of transportation well into the future, many participants noted people are beginning to see that there are alternatives to private automobiles that include buses, rail, walking, trails, and bicycles. They thought alternative forms of transportation would be acceptable and effective in many Utah communities, especially in densely populated areas.

Legal requirements for addressing environmental concerns were often mentioned as a major factor shaping the current transportation planning context. Opinions varied as to whether these requirements were justified or not, but most people agreed the requirements add time and cost to a transportation project, increase the planning effort, and make transportation agencies vulnerable to lawsuits if the requirements are not met. Thus, compliance with environmental laws was seen as necessary, but whether or not UDOT had complied with the spirit and the letter of various environmental laws in particular circumstances was often an issue that elicited much commentary. In particular, environmental groups were quite critical of UDOT, especially regarding the agency’s handling of the Legacy Highway project. Some people also criticized contractors for not following environmental requirements and UDOT for not monitoring the work of those contractors well enough to ensure environmental compliance.

The environmental issues most people thought posed the greatest legal constraints to transportation planning were air quality and wetlands, primarily because of the clout of the federal Clean Air Act and Clean Water Act and the state’s fear of putting federal

highway funding in jeopardy. Those who spoke about air quality thought it would become the major constraint on Utah's ability to construct roads in the future and was already driving the need to look at forms of transportation other than the automobile in major urban areas. As one person put it, "Air quality is a manifestation of growth, but it is also a manifestation of how you design transportation."

Those who spoke about wetlands were generally concerned about areas around the Great Salt Lake and were interested in trying to preserve wetlands rather than having to mitigate for wetland loss. One person suggested that wetland mitigation needed to be part of the transportation planning process and thought a large "mitigation bank" on the shores of the Great Salt Lake should be acquired (where it could be added to in the future) in order to avoid the problems involved in having small, scattered wetland mitigation projects that become less functional as development happens around them.

The other legal requirements people identified as affecting the transportation planning context were social justice/anti-discrimination concerns and addressing disability needs, although these requirements generally were not seen as posing the same legal threat as environmental requirements. One person pointed out federal law prohibits discrimination against minority populations, elderly, and low income people in transportation planning. To determine if they are affected, UDOT is required to look at census data, travel time, and accessibility to transportation. Legal requirements for addressing disability needs generally involve making transportation facilities handicap accessible and meeting certain design criteria. The people who addressed social justice and disability issues thought UDOT needed to better understand the needs of these user populations and needed to address their concerns throughout the process of designing, maintaining, and operating transportation systems.

### ***III. A. 2. Transportation Planning Tasks***

The rapidly changing context within which transportation planning occurs makes predictions necessary for long-term planning difficult, which led many people to comment on the need for flexibility in the planning process so transportation planners could respond and adapt to unexpected changes. This issue was addressed mostly by people within UDOT or the transportation community. Other participants who commented on this issue were generally sympathetic to difficulties transportation planners face and, thus, were not necessarily critical of UDOT in this regard.

One of the biggest frustrations expressed by transportation planners was the inability to predict where and when development would occur. General growth trends were seen as quite predictable, but knowing the specific locations where growth would create transportation demand is what they need for longer term planning. These type of comments were typical: "Accuracy in knowing what project we need to do is the most critical element of the plan because oftentimes what we project to happen doesn't really happen;" and, "We don't have a crystal ball to tell us what will happen in the future, and population ends up growing somewhere unexpected." Developments at Eagle Mountain, Saratoga Springs, and Syracuse were cited as a few instances where transportation

planners were caught off guard. Some participants said they wanted to better understand future development of natural resources in rural Utah and the associated transportation needs and wanted more foresight to avoid problems with utilities.

Changes that were beyond their control, and their inability to predict those changes, were particularly troublesome to transportation planners because these put planners in a reactive mode and sometimes force them to compromise on what they feel might be the best transportation solution from a strategic design or engineering standpoint. Because of this, participants often commented on the need for more fluid and adaptable planning procedures and the need for UDOT to be able to change directions quickly. However, such a situation creates the dilemma of putting more proactive, longer-term planning processes in potential conflict with shorter-term responsiveness that can be seen as primarily reactive from a planning point of view.

Several participants noted that flexibility in transportation planning often is inhibited by several factors: restrictions on project funding sources; the time needed to go from conceptualization to engineering to construction of projects and get through all of the associated permitting; and, the planning task being underfunded. In addition, the public expects to see projects completed once they have been identified and prioritized. One person pointed out that local project plans are generally not responsive to changes when a longer range plan comes out and that projects are generally completed even if they no longer make sense because of “political pull from people who are more concerned about making money than they are about what is best for the community.” Another person said, “People get an idea in their mind, and they lock into it, and so it almost precludes reconsideration of options in a more contemporary sense as the time approaches.”

Perhaps the biggest challenge in terms of transportation planning tasks involves the issue of sequencing. Several people noted sequencing is particularly important as transportation planners start to think more in terms of an intermodal system because it is often best for certain elements of the system to precede others, both from a design as well as from the end-user point of view. However, getting project politics, prioritization, funding, planning, and permitting on one particular part of the transportation system to sequence logically from the point of view of the system as a whole was recognized as being very difficult. The National Environmental Policy Act (NEPA) process was seen by some participants as complicating the situation, since it is generally done at a project level and has the ability to alter the design and timing of pieces of the transportation system that may have been conceptualized to fit in a particular way into the whole. In addition, some of the most critical conceptual decisions in transportation planning, e.g., identification of potential transportation corridors, are often made many years in advance of actual project planning and design and prior to implementation of detailed NEPA analyses. One participant noted because UDOT cannot acquire transportation corridors or wildlife habitat for mitigation purposes far in advance of projects being built, conflict with landowners and environmental groups is almost assured once they get to the point of building a highway. Environmental participants pointed out one of the reasons the Legacy Highway Environmental Impact Statement (EIS) was deemed inadequate by the courts had to do with this very issue of project sequencing.

### ***III. A. 3. Separation of Transportation and Other Planning Functions***

Another element making transportation planning difficult has to do with jurisdictional and decision-making separation between different planning tasks and different planning agencies. In particular, participants discussed three main areas of separation: between different transportation planning entities, between transportation planning and land-use planning, and between transportation planning and natural resource planning.

#### ***Separation Between Different Transportation Planning Entities***

The different “transportation planning fields” were discussed by most participants, who generally characterized transportation planning entities as being from the municipal level, the Metropolitan Planning Organization (MPO) or regional level, the state level, and the federal level. In addition, the distinction between UDOT and the Utah Transit Authority (UTA) was referred to often, with most participants having a fairly clear idea of the respective areas of responsibility of these two organizations. In general, participants talked about the separation of transportation planning functions as being appropriate. However, they noted that this creates challenges in terms of working toward a joint understanding of transportation needs and vision for the future.

Several explanations were offered for why transportation planning is not more integrated. Sometimes the explanation involved the practical limitations of time and money to do as effective a job of integration as people would like to do. More often, the explanations related to the various transportation entities having different organizational cultures, legislative mandates, funding sources, mind sets, agendas, missions, and constituents, and to the fact that these entities do not fully understand each other in these regards. Some people commented that infighting, protectionism, turf battles, and personality conflicts got in the way at times. Past conflicts between UDOT and UTA, between UDOT and the Wasatch Front Regional Council (WFRC), and within and among the MPOs were mentioned by a few participants. These conflicts had mostly to do with identifying the boundaries of their planning authorities and accessing or distributing transportation funding. One person involved in regional transportation planning noted small communities still sidestep the project prioritization process of the MPOs and go directly to Congressional representatives to lobby for their own projects, which can make integration hard even at a local level.

Nevertheless, almost all of the participants talked about the need for different transportation entities to work more closely together in order to achieve the proper balance between the system-wide transportation needs and the more site-specific needs of local communities. While past and current conflicts over areas of responsibility were noted by some participants, most of them were optimistic about the ability of transportation entities to coordinate better in the future. Participants recognized gains could be realized from such coordination, including information sharing, better planning efforts, elimination of duplication, and efficient use of scarce resources. One person involved in regional transportation planning said that transportation entities within the

state were working more closely together because Utah's Congressional delegation wanted them to develop a common agenda and common criteria for projects. They had not always done so in the past and it sometimes created confusion in their attempt to secure federal transportation funding.

### *Separation Between Transportation Planning and Land-use Planning*

The lack of integration between transportation planning and land-use planning was an issue raised often by participants. Many people within the transportation community discussed the frustrations involved in trying to protect transportation corridors to meet future needs only to have development occur in ways they had not anticipated due to lack of coordination between people involved in zoning, land-use permitting, and infrastructure development. In particular, UDOT and other transportation planners are often caught off guard by local land-use decisions that have tremendous implications for transportation planning, especially when subdivisions or commercial development occur before roads and infrastructure are in place.

Various entities were identified as being responsible for contributing to this problem. Some participants said that UDOT needed to get closer to local governments and their planning efforts in order to avoid being surprised. Other participants complained about a lack of vision in community planning and said that community planners needed to be more conscientious about the burden land-use decisions place on the transportation system and be better about informing UDOT of their land-use plans. One person pointed out that local community planners worry more about property tax base and revenues while UDOT worries more about mobility and moving people around, and it is hard to reconcile the two different perspectives. Many participants blamed developers for a lack of cooperation, even to the point that the developers are secretive and use code names for big developments, such as with the Tooele Wal-Mart Distribution Center. The idea of having new development help pay the cost of road building or improvements was often suggested as an idea worth exploring.

A few people noted MPOs have a role to play in helping cities realize that although the growth may occur overnight, the road improvements will not. One MPO person thought they needed to tell the cities, "Listen, if you overload a certain interchange because you're allowing a developer to come in, you have to realize you're going to live with a lower level of service or you may even have to help do something to augment the improvements that are necessary for that interchange." He added, "You know, it's not fair to put that burden back totally on the state and say, 'Hey, you know, we build it and they come, and now you do something about it.'"

Some participants took a broader and longer term view of this problem and argued that integrating land-use planning and transportation planning is critical to avoid suburban sprawl, manage growth, promote infill, and design sustainable communities. They noted the ability to expand the road system and build out to accommodate growth was becoming more limited, especially in light of people's concerns about open space, livable communities, and general environmental and quality-of-life issues. Thus, the integration



of transportation planning with land-use planning was seen as important both conceptually and practically for helping people to think about as well as address growth issues more effectively.

### *Separation Between Transportation Planning and Natural Resource Planning*

The separation between transportation planning and natural resource planning is reinforced by the facts that transportation planners and natural resource planners engage in very distinctive types of professional tasks and activities and also work for various types of agencies that are usually located in entirely different departments of state or federal government. Comments from participants about this separation and the need for integration were generally focused in two different directions depending on whether those participants were primarily thinking about the development of natural resources or the preservation of natural resources.

For those who approached this issue primarily from the standpoint of natural resource development, their comments were quite similar to some of the comments made in reference to the need for integration between transportation and land-use planning. The main point that was raised concerned the need for transportation planners to be aware of industrial or commercial development of natural resources that would likely place different demands on the transportation infrastructure due to an increase in the amount and weight of shipments of natural resources from areas such as mining or harvesting sites to processing facilities. The recent increase in energy development and associated truck traffic in rural Utah was given as an example.

Those who approached this issue primarily from the standpoint of natural resource preservation had different concerns. They were primarily concerned about the impacts of transportation infrastructure (mostly roads) on wildlife and plant species, sensitive areas (wildlife habitat, migration routes, sensitive soils), and general environmental quality (e.g., salt from road maintenance affecting water quality). Wildlife planners were particularly concerned about the timing and nature of the interaction they had with transportation planners, recognizing that the sooner they were involved, the more chance they had to deal with alignment alternatives and not just site-specific mitigation measures. One wildlife planner pointed out that in terms of road infrastructure, what is safe for people is not necessarily safe for animals. This person also talked about how keeping wildlife off roads was an important vehicle safety issue, but making roads impervious to wildlife migration could pose serious risks to whole wildlife populations. In terms of general environmental issues, a public land planner talked about the need to coordinate with transportation planners and utility providers along transportation-utility corridors in order to minimize environmental impacts from surface disturbances (during road maintenance and laying of pipelines and cables).

### ***III. A. 4. Interface Between Politics and Planning***

Another general challenge for doing comprehensive and innovative transportation planning is the interface between politics and planning. This interface was described as

problematic in several respects. Participants pointed out that UDOT must respond to the Governor's Office and support his agenda (as an administrative agency, it is part of the executive branch), which may be different than the agenda that comes out of the transportation planning process. MPOs do not have that same concern, although some of them have their own lobbyists in Washington D.C. to promote their agendas. Cooperation within the MPOs was said to work pretty well unless mayors and county commissioners do not get what they want. Cities that feel they have been ignored often send local politicians and lobbyists to Washington D.C. or meet with their Congressional representatives when they are in Utah to try to get their projects funded. One MPO representative said he always hopes that the top prioritized project coming out of Congress is not one that was not even on a Transportation Improvement Program (TIP), but it seems to happen every year. Land development is driven by market factors, and powerful private interests sometimes exert political influence with local officials (e.g., to get their needs prioritized or obtain zoning variances) that can undermine longer term comprehensive public planning efforts. One person pointed out that UDOT can lose big when a private developer negotiates to come to Utah, UDOT starts making accommodations for them (bigger access roads, signage, etc.), and the development never materializes, as was the case with Micron in the Alpine area.

One participant talked about the consolidated planning grant, which is a pilot program approved by Congress in about a dozen states. This pilot program is designed to try and get some of the politics out of the transportation planning process. In Utah, this brings together UDOT, UTA, and the four MPOs. Normally, MPOs hope to get their projects into UDOT's long-range plan but there is a lot of pressure to get projects funded through different sources. The hope is that the consolidated plan would discourage people from trying to get funding for projects that were not part of the transportation plan. Under the consolidated planning grant, if a project is not part of the transportation plan, it does not get funded. Or, if it is later made part of the plan, another project might not get funded, so that the budget given to the state stays financially balanced. The effect of this program would be to have people at the state level make the trade-offs in light of limited funding instead of having those decisions made in Washington D.C. If this pilot program is successful, Congress may mandate it for all states.

### ***III. A. 5. Need for a Paradigm Shift in Transportation Planning***

Some of the participants explained the current transportation planning challenges within a broader historical context. A few people noted that Salt Lake City used to have rail infrastructure, but it was dismantled. They bemoaned the fact that the city had to spend a lot of money to try and reinstall that type of system when it had been there in the past. Many people referred to the fact that transportation planning over the past fifty years focused almost solely on road building, and western communities grew around the automobile. Now, however, many of them see the need for a paradigm shift in transportation planning to create a good intermodal transportation system and provide a diversity of transportation options.

Good transit alternatives were seen as a key component of the paradigm shift, particularly given some of the geographic constraints along the Wasatch Front that create a narrow, north-south transportation corridor between the Wasatch Mountains and the Great Salt Lake and Utah Lake. Many people recognized the importance of transit, particularly to urban areas, and the need to make significant investments in this form of transportation. One participant noted that a lot of people are starting some paradigm shifts and said that, in the past, we planned to move “x” amount of people north and south, and figured out how many lanes of highway that would take. Now, some people are starting to think in terms of a “people moving problem” instead of a “car moving problem,” and they are looking at alternative modes for moving those people, such as mass transit. Another participant noted, “Transit will be the future of getting somewhere in a timely manner.”

Many participants, including ones both inside and outside of UDOT and the transportation community, said the state needs to make a commitment to supply mass transit along the Wasatch Front, but this needs to be accompanied by a change in mindset and behavior on the public’s part to demand and use transit. This person’s statement expressed a common sentiment:

“Maybe people need to sit in parking lot freeways as buses and trains go by. Maybe that will change their attitudes... We can’t just keep on building roads. There’s not enough money or space for it, and our environment cannot keep up with it either.”

Another participant dealt with both the supply and demand sides of the issue in this statement:

“People say ‘transit is no good, I’m not going to use it.’ Of course it isn’t any good because we made it no good. If we make it good, people will use it, as proved by TRAX. TRAX is a resounding success. Why? Because it simply duplicates all of those things that people expect from a good transportation system. It’s got speed, reliability, and a level of convenience used frequently.”

A paradigm shift in transportation planning was seen as difficult to bring about, but some people recognized it was necessary to meet the challenges of Utah’s rapidly growing transportation demand. Quite a few participants said it was already starting to occur, and pointed to what they perceive to be a growing demand for intermodal transportation solutions. Some of them said attitudes and behavior are changing, people are more willing to live near where they work, and they are beginning to see the cultural benefits of living in downtown urban areas. People are also beginning to understand the expenses incurred upon society (financially, socially, and environmentally) of living 30 miles from work, friends, and amenities. Another person thought increasing gas prices would be the driver of a lifestyle change in relation to transportation.

Thus, many participants recognized that transportation planning in the state of Utah is at a critical juncture. Some of them noted that Utah is behind many other states in the way it is approaching transportation planning, but they also noted that Utah could look to

other states that are further along in having to deal with similar challenges for transportation ideas and examples.

### ***III. B. Theme 2: Coordination and Leadership in Transportation Planning And Partnerships***

The second major theme coming out of data from the Phase II interviews and focus groups deals with the idea of coordinating efforts in transportation planning, a critical element for providing a comprehensive transportation system able to meet the needs of a diverse group of users. This theme includes people's comments on the importance of coordinating transportation planning, how such coordination might be structured, how coordination could be achieved through different ways of functioning, and where the leadership role for such comprehensive planning should lie. Also included are a few examples of both successful and unsuccessful attempts at coordination.

#### ***III. B. 1. Importance of Coordinating Transportation Planning***

Most participants felt greater coordination in transportation planning is important and necessary, particularly to deal with the challenges involved in the separation between the various entities involved in transportation in Utah. Coordination was seen as beneficial because it allows people to look at various options for creating a more efficient and comprehensive transportation system. Since funding and jurisdictional responsibilities differ from agency to agency and location to location, coordination is practically required to create a seamless transportation system. Several more specific reasons were mentioned for why coordinated transportation planning is important: to better integrate various forms of transportation; to serve the needs of diverse users and stakeholders; to use limited resources efficiently; and, to use limited resources equitably.

Integrating various forms of transportation was discussed by many of the participants, who thought the road infrastructure needed to be coordinated much better with intermodal needs. UDOT personnel expressed the desire to be perceived as more than just road builders, and the department is starting to look at alternatives to building new roads and to consider new forms of transportation. In looking ahead, one person said, "It's a new generation where you just can't drive your car everywhere if you want to get there in a timely manner." In particular, UDOT is interested in working more closely with UTA. "We have to coordinate with their [UTA's] planning activities if it deals with solving transportation issues be it highways or mass transit or alternative modes of transportation," commented one UDOT employee. UDOT has to "be able to look beyond our own sights," said another employee. An example highlighting the need for coordinated planning between UDOT and UTA is the park-and-ride facilities connecting arteries that UDOT is responsible for to UTA commuter rails and bus transportation. If the system is to be successful, those two modes of transportation need to connect perfectly.

Coordinated transportation planning was also seen as important by participants because it can help transportation providers better serve the needs of diverse users and stakeholders

of the transportation system. UDOT employees felt their organization must understand transportation problems and needs throughout the state even though that may be difficult. “It’s a balancing act for UDOT to take care of the needs across the state.” Some participants felt coordination with land-use agencies, counties and cities, and MPOs is essential to meet a variety of human and resource needs. A specific example that was given of where coordination between UDOT, an MPO, and local municipalities could work better is on Highway 89/91 between Smithfield and Wellsville. Due to the high volume of traffic on this highway running through Cache Valley, and the existence of too many access points, Highway 89/91 is experiencing some serious safety issues, with some people commenting that the highway has become too dangerous.

Several participants pointed out that transportation planning coordination was needed to meet the needs of special user groups. For example, the disabled community felt that a better coordinated effort between UDOT and UTA would improve bus stop accessibility for the blind and eliminate some of the problems with knowing whom to call when they have complaints about bus stop issues. The focus group members representing low income people expressed concern about jurisdictional issues when it comes to accepting responsibility for the safety of railroad crossings. Children who walk alone to and from school may need to cross railroad tracks on a state highway, and the concern was raised that no one is exercising responsibility for making those crossings safe. People in the bicyclists focus group pleaded for better coordination between UDOT, UTA, and the University of Utah to provide more and better bicycle lanes through the University of Utah campus, which they claim is the largest single bicycle destination in the state.

Another reason coordination in transportation planning was seen as important by participants is to make the best and most efficient use of available resources, such as money, personnel, and expertise. Planning is seen as key to allotting a finite amount of funds. “If money weren’t an issue, growth wouldn’t be an issue. It’s that constant ebb and flow of growth versus meeting the demands of growth, and at the same time managing what you have and making sure that it works,” as noted by one UDOT employee. Coordinating efforts with other agencies can make more resources available, since many different people with a wide variety of areas of expertise and professional backgrounds are involved in the larger transportation community. Another UDOT employee summed it up this way, “We need to look at all the resources available to us and utilize whatever resources we can” to serve the people “to the best of our ability.” Partnering with other land managers can save on engineering and mobilization of resources. When two projects are put under one contract, it saves the taxpayers money and often avoids questions concerning jurisdiction.

Using resources equitably was also thought to be enhanced by better transportation coordination. Several groups noted their dissatisfaction with what they perceived to be inequities in the use of transportation funding, which oftentimes was thought to be brought about by political influence in the planning process. For example, people from highly populated urban areas would say they are not getting the services they are entitled to get because they have high volumes of transportation demand, number of lane miles, number of cars, etc. In the rural areas, people feel the gasoline taxes they pay

disproportionately and unfairly go to support projects in urban areas. Special needs user groups and those who rely primarily on public forms of transportation felt their needs were not adequately addressed, and that the transportation community was much more in tune with needs of automobile users. The reason that some participants thought better coordination would help to overcome these perceived inequities was that it would be harder for their concerns to fall through the administrative cracks if the various agencies involved were working together with a primary focus on the system as a whole.

### ***III. B. 2. How to Coordinate Transportation Planning - Structure***

Since the need for better coordination in transportation planning was well recognized, one of the key issues that came up in many of the discussions was how to make it happen. Participants thought one of the ways to coordinate transportation planning was through a structural reorganization of transportation agencies. While participants generally thought this was a good idea in the abstract, they were more reluctant to recommend a specific reorganization strategy for the agencies in Utah. People within the Utah transportation community indicated that cultural and political issues, as well as past conflicts between transportation agencies, made transportation restructuring a difficult and touchy issue to discuss. However, there was a general positive feeling among participants that coordination, in some form or another, could be facilitated through structuring the relationships between transportation providers differently. Three main ways to structure coordination into transportation planning were mentioned by participants: create one transportation agency; retain different transportation agencies but create a coordinating umbrella mechanism; or, have one agency take the lead in transportation planning but separate agencies would continue to exist.

Some participants suggested bringing transportation planning under one agency's authority (either an existing agency or a newly created one) by basically collapsing all existing agencies with transportation responsibilities into one "single-bodied coordination." The current state of transportation planning, with separate agencies bearing separate responsibilities, was cited as a hindrance to offering a truly multi-modal transportation system. The "whole thing can be coordinated better at a higher level than when separate people are trying to coordinate," noted one participant. Another participant called it "one-stop shopping, where you don't take a specific modal perspective." Participants realized it would not be an easy task to meld different agencies into one, and they spoke of the need for leaders with a more open mind set to go ahead and take that step. A specific area where coordination was suggested is in the relationship between UDOT and UTA. Bringing UDOT and UTA together under one agency was seen as positive because it would bring the expertise from both agencies together, encourage a focus on intermodal transportation planning, and possibly reduce or eliminate competition for funds. The two agencies could move in the same direction and integrate their concepts and techniques to create a more comprehensive transportation system.

Other participants mentioned that those agencies now responsible for transportation should remain separate but that they should all work under one coordinating mechanism

that is distinct from any of them, sort of “an over-arching transportation agency.” These participants acknowledged that many groups work on transportation issues in the state, such as UDOT, UTA, MPOs, WFRC, and others. Even though each entity has its own area of interest and responsibility, it is absolutely necessary for them to be “talking to each other” instead of competing with each other. Such a structure “may eliminate passing the buck” between agencies for transportation problems. For example, the disabled community is concerned with accessibility to transit lines. UTA buses are accessible but getting to them poses a problem because no entity wants to take responsibility for making the property surrounding the transit lines accessible. Some centralization to transportation planning might alleviate these sorts of problems. In another instance, it was mentioned that UDOT should concentrate on roads since highways are still so important in Utah and since that is UDOT’s area of expertise. However, this was said in the context of the importance of coordinating with the other transportation entities to have a working, multi-modal transportation system.

Still other participants felt that one agency should take the lead in transportation planning but that all existing transportation agencies should remain separate from each other with their own defined areas of responsibility. The main reason given for such a structure was that it would make the transportation system more efficient in the future. “Chaos” could be avoided if planning and building of infrastructure were coordinated. Several participants said that UDOT should take this lead role while others said that some other entity needed to be created. The environmental community expressed some concern about having one agency take control of transportation in the state. If such an agency were to be headed by a political appointee, UTA and transit systems might be at a disadvantage since they have generally been less favored by the political power structure in Utah.

### ***III. B. 3. How to Coordinate Transportation Planning - Function***

Participants were generally more enthusiastic about suggesting ideas for how transportation agencies could function differently in order to promote coordination than they were about recommending ways to restructure transportation agencies to achieve this same objective. Several ideas were offered for how coordination among transportation agencies could be furthered in a functional way: better communication and information sharing, better cooperation, partnership arrangements, and cost sharing agreements.

The main suggestion participants made about functioning differently is to have better communication and information sharing. People within UDOT felt that there needs to be more communication between UDOT and UTA, MPOs, city and county governments, and the public. Communication among the different entities dealing with transportation was considered vital and participants said those entities should meet regularly to voice their concerns to each other, to know what everyone else is doing, and to find mutual solutions to problems. This “big picture” look at things needs to happen, especially when tradeoffs are involved, so compromise can be sought when interests and ideas clash. Participants often cited the fact that MPOs operate independently of UDOT, but their

Transportation Improvement Programs (TIPs) must be integrated into the Statewide Transportation Improvement Program (STIP). A few people mentioned that UDOT has annual meetings with the WFRC and the Cache MPO to ensure the lines of communication remain open. An agenda is set up ahead of time and UDOT brings personnel who can answer specific questions that appear on the agenda. Another example was cited in which information sharing could save a lot of time and money; the Wasatch Front has created a 30-year plan that UDOT could actually use as a resource for its own planning. A basis for good communication is good relationships. One participant mentioned that new engineers should be people who can build relationships and have vision, and not just be people with good engineering skills and professional tenure.

People external to UDOT also felt that those responsible for transportation planning should be talking to each other more often and that they should also be talking to those responsible for community planning. Involving more people at the community level would help to alleviate the concern Utahns have about being “over-planned and over-regulated.” The communication that occurs between Mountainland Association of Governments (MAG) and the WFRC was cited as a good example of communication. Participants external to UDOT also saw a need for better communication between UDOT’s planning section and other divisions within UDOT. The specific example cited was the need for the long-range plan to be a product produced with the input of all divisions and regions of UDOT.

A representative from one of the state land management agencies gave specific ideas on how to make coordination work through better communication between UDOT and other agencies in the state. He suggested communication needs to happen at three levels: management level, programmatic level, and regional level. At the management level, there should be “some sort of a vision that transpires back and forth at that level.” The programmatic level is where “the real communication takes place” among those who make programmatic decisions. At the regional level, “the battle is joined” and decisions are applied. “If those three tiers of communication are able to have some interconnectedness but largely operate on their parallel, distinct bases, then I think what we have is the making of a successful interagency operation.”

A related suggestion for how transportation coordination could be facilitated functionally was through better cooperation, which differs from communication and information sharing in that this concept captures the spirit in which the agencies need to work together. Participants from within UDOT talked a lot about cooperation between UDOT and UTA with the ultimate shared vision of making highways and transit work better in relation to each other. While the practical driver for this cooperation may be recognition that transit will play an increasingly important role in the future, tackling the issue of intermodal transportation connections with a spirit of cooperation was seen as the only way to really make it work well. A few UDOT employees felt that UTA provided an unpredictable system, but for the most part there seemed to be a willingness to cooperate more with UTA to create a truly intermodal system. For example, some participants said park-and-ride facilities need to be convenient to those using light rail if the system is to work in an intermodal sense. Another example was given of UDOT and UTA needing to



cooperate when TRAX crosses state highways. Since there is often a transit component in UDOT projects, better cooperation with UTA to find out what would be reasonable was seen as important. “Those gears [between UDOT and UTA] have to absolutely be working together at the planning level,” said one participant. In general there was a sense that cooperation through shared goals and responsibilities, not only with UTA but also with other transportation agencies and local officials, is necessary to find and meet the greatest needs.

Some participants referred to the role that forming partnerships could play in facilitating transportation coordination. Partnerships were perceived by these participants as slightly more structured or formal relationships than the relationships facilitated by communication, information sharing, or cooperation, and ones in which some mutual benefit was to be had by all partners. When it came to partnership arrangements, participants from outside UDOT were somewhat focused on mass transit while those within UDOT took a broader look at possible partnerships. UDOT personnel talked of partnering with developers to provide infrastructure at key interchanges or access roads because of the mutual benefit to be gained; UDOT could use funding from private developers and those developers could realize increased property values. Also mentioned was partnering with other agencies for reasons of public safety, air quality, and economic development. Partnering with communities, non-governmental organizations (NGOs), or non-profit organizations was also discussed as a good route to take when funds for a project are limited. Example of these types of partnerships were the Parley’s Crossing project, and the trail between Midway and Heber which was built by UDOT in partnership with Mitsubishi, which wanted the favorable environmental publicity.

Various participants talked about the provision of transit options as being a fruitful arena for the development of partnerships. They suggested UDOT could become more multi-modal by accommodating transit where it is appropriate, such as in urban areas. Not only should UDOT include transit in the plans it develops, in their opinion, but MPOs should also. They thought transit should never be added to a plan in a “last ditch effort.” While UDOT is seen by some to be in the best position to be the leader of comprehensive transportation planning, the “job” is considered to be big enough that it “deserves sharing” in a partnership with UTA. Participants from both UDOT and UTA noted that the two agencies had started to work together to use each other’s legislated powers (e.g., UDOT has condemnation power, UTA has taxing power) in order to partner on building a better transit system.

Participants touched briefly on the idea of cost sharing agreements relative to funding for highways and transit as a functional means to enhance coordination in transportation planning. Opinions on this issue were somewhat mixed; some people thought limited funding was a way to bring people together to cost share while others were more protective of their own financial resources precisely because of funding limitations. Some differences of opinion were noted between participants internal and external to UDOT, particularly in relation to funding for transit. One UDOT employee stated, “Our critics in the legislature think we should be spending UDOT money on commuter rail. UTA has that responsibility.” Some of the external participants thought it would be

helpful if UDOT would give some of their highway funding to build a light rail. Quite a few participants explained that the way the system currently works, federal planning money is split into money for highways and money for transit, but that there is a movement to consolidate those two funding sources to make it easier to switch money between the categories. State funds, however, cannot be transferred between different categories of transportation projects. This change toward consolidated planning grants in federal transportation funding is seen as a positive way to facilitate cost sharing between different forms of transportation.

### ***III. B. 4. Leadership in Statewide Transportation Planning***

Another important consideration in terms of coordinating efforts in transportation planning is the role of leadership, and which transportation agency is in the best position to exercise that leadership in order to encourage more comprehensive transportation planning. Even though some participants expressed reservations about it being the transportation leader, all participants conceded that UDOT had an important role to play in transportation planning in Utah.

While a few participants within UDOT thought the department could exercise transportation leadership in the short run until a new agency emerges, the overwhelming sentiment within UDOT is that the department should be given the leadership role in statewide transportation planning for a variety of reasons ranging from legal to practical to agency survival. The legal reasons UDOT employees cited for their department being the transportation leader deal with the fact that UDOT is dictated by federal law and processes to be a transportation coordinator. When a highway is being considered, alternative solutions must be examined, which requires coordination with other agencies. “When it gets right down to it, UDOT has the responsibility to do it. So we have to do it,” said one employee. Another UDOT employee thought Utah needed a new state law to put UDOT in charge of all transportation.

The practical reasons UDOT employees thought their department should be the transportation leader stem from the idea that transportation planning cannot go in 20 different directions. One participant gave the analogy of a circulatory system. If the main veins and arteries are not working, then all other smaller veins and arteries and capillaries tying into the main system will not function either. UDOT therefore has to lead the effort to make sure all forms of transportation work together. “UDOT is the key,” according to one employee. Several UDOT participants admitted that the agency sees itself as moving more and more in the direction of becoming a transportation leader, and is committed to doing things the right way. One of the examples given by an internal participant of doing things right was the compromise concerning the realignment of Highway 36 in Tooele County that was worked out with the town of Erda, which otherwise would have been displaced by one of the proposed alignments.

Agency survival was another basis for UDOT employees’ opinions that their department should be the transportation leader in the state. They recognize that UDOT cannot remain primarily a highways department. As one employee stated it, “Eventually we will

become the 500-pound dinosaur that everyone's going to kill and say, 'We're done with you. We've gone a different direction. You haven't changed, so we're changing you.' You know we need to be the leader. Otherwise we become extinct."

Some participants external to UDOT felt that UDOT could and should take the lead role in coordinating the state's transportation planning, saying things like "they could easily do it" or "they're the obvious choice." However, several participants external to UDOT were more critical of UDOT and would perhaps prefer another entity take on the role of transportation leader, maybe some sort of advisory committee. The main reason they did not want UDOT to be the transportation leader is because of its image as a roads and highways department. They do not perceive it to be "well-rounded" enough to take on such a role, and they do not think it has "enough experience in the other areas of transportation to be effective as the overall coordinator." Another reason seems to be people's perception of UDOT's poor approach to customer service. The role of transportation coordination would require good public representation and consideration of different needs. One person pointed out, "I don't think that state government attitude... which is sort of one-size-fits-all...works in the service industry kind of environment." Other participants noted that it would be inappropriate for UDOT to take on all transportation planning duties for the whole state for political as well as technical reasons.

However, UDOT is lauded for being "on the right track" by identifying that there needs to be this kind of coordination going on statewide. Several people suggested that there needs to be an integrated agency in charge of statewide transportation planning that would include the MPOs or Association of Governments (AOGs) in order to foster better coordination with local communities. They certainly saw a key role for UDOT in such an organization.

### ***III. B. 5. Specific Examples of Coordination Between Different Transportation Entities***

During the interviews and focus groups several specific examples were given of coordination that had either worked well or not so well. These examples reinforce the need for and benefits of coordination in transportation planning.

Examples of coordination that did not work well were given by participants from inside UDOT. One example was the Legacy Highway. UDOT staff said they coordinated with UTA and the Army Corps of Engineers, and felt that they had done all that was required of them. However, environmental groups as well as the courts did not think UDOT had sufficiently looked at other means of transportation or adequately addressed some of the environmental issues involved in that proposed project.

A second example of the lack of coordination that was offered by people within UDOT dealt with a situation in one of the regions where too many access points had been permitted on a highway that caused dangerous conditions. In that situation, a bypass road had been planned that would have taken traffic off the road with multiple access points, but the local community took actions that encouraged businesses, subdivisions and a

school to locate in that area before any access management was put in place, eventually making the road unsuitable as a bypass.

Several positive examples of coordination in transportation planning were cited. The largest point of pride within UDOT seems to be the coordination surrounding the Olympics. The Department had a limited time frame in which to prepare the transportation system, but I-15 and TRAX were successful due to close coordination between UDOT and UTA. This coordination was helped, obviously, because there was a common goal among the different entities and there was enough funding to do things properly. Both intra- and inter- agency cooperation helped keep the streets clear of snow because snow plows from different regions and entities kept on plowing snow, even across jurisdictional lines. Participants noted, however, that this sense of cooperation is unfortunately disappearing, and old problems regarding the lack of coordination are returning again.

The joint planning committee involving UDOT, UTA, WFRC, and MAG was cited a few times as being an example of successful coordination. This committee, which uses a teamwork process, has helped to ensure consistency between transportation plans from the different entities. The move to mesh the two categories of federal planning funding for transit and highways, mentioned above, is a cooperative process among UDOT, UTA, and four MPOs. Access management problems in Cache Valley are being looked at jointly by UDOT and Cache Valley Metropolitan Planning Organization (CMPO). This was seen as positive because local jurisdictions are no longer “left out of the loop.” It helps to “improve coordination between those wanting accesses on state highways, the cities in which those accesses are being requested, and the state whose road it impacts.”

### ***III.C. Theme 3: Engaging the Public in Transportation Planning***

The third major theme that emerged during Phase II was the need for engaging citizens in transportation planning and project implementation. The protocol included one question that directly asked participants, “What do you see as some of the challenges UDOT faces when implementing effective public involvement?” This question was usually followed up with questions related to how UDOT could effectively include the public in planning or project decisions. External participants were also asked for examples of specific past experiences. This section focuses on results related to people or group representatives who are volunteering to provide input in public participation activities or outreach efforts conducted by UDOT or the informal dealings of UDOT with the public.

#### ***III. C. 1. Challenges and Effectiveness of Public Involvement***

Virtually all of the participants spoke of the need for and value of public involvement, but many challenges were also discussed. Both internal and especially external respondents said the biggest challenge to public involvement is actually getting the public to participate. Apathy, time availability, and the perception that transportation issues will not directly affect them were cited as the major reasons the public does not participate. Some typical comments from Utah Transportation Commissioners include, “the public

doesn't seem interested" and "we've held public meetings with just UDOT people there." One Transportation Commissioner said:

"The tendency is for the public to just sit back and complain, but not get involved. I've been to a lot of open houses, but no one shows up. We need to keep having these, of course, and letting everyone know about them, but generally the people who come are those who are looking at having a road in their backyard or some other major concern."

Thus, the primary problem from the department's perspective is that most people do not see how or why they may be directly influenced by a UDOT decision, and so they do not participate, there are just too many other things competing for peoples' time and attention. This is particularly problematic for long-range planning efforts. As one internal participant put it:

"I think one of our biggest challenges is to try to involve people in long-range planning. It's easy to involve people in short-range things because they see the immediate impact. [But] as soon as you mention that the environmental document is going to be complete in two to three years and actual construction is a long way down the road, you lose interest immediately."

This participant also pointed out that methods have to be developed for dealing with this problem. Related to the processes of public involvement, a few internal participants said it is difficult to design proper forums and to accommodate everyone. UDOT participants and representatives of planning organizations tended to point to the difficulties involved when vocal minorities dominate public involvement efforts.

The perception of external stakeholders is somewhat different. They tend to put less emphasis on low levels of citizen participation, and much more emphasis on past problems or experiences with UDOT's public participation efforts. Some people, especially representatives of bicyclists, persons with disabilities, and low income service groups, simply feel involvement opportunities are not well advertised or are held at inconvenient times or places. However, comments from some of the special interest groups and land management agency participants indicate the problems may be deeper and potentially rooted in UDOT's culture. These comments include some of the most pointed and emotional statements made during the Phase II interviews.

In particular are the charges that public input is typically ignored, that decisions are made before public involvement is obtained, and that public involvement is merely treated as a procedural requirement. These are primarily concerns of special interest groups, but several land management agency respondents directly or indirectly echoed these same concerns. For example, one participant from a land management agency said, "Public involvement is done for no other reason than to 'check off a box' [as he put it] in the process." Another person said, "I think UDOT, like all other agencies, has probably been guilty of using public involvement, and then the analysis process, to rationalize a decision that the Transportation Commission or Transportation Commissioners have already

made.” However, in referring to a couple of specific examples, this respondent also said, “[But] my experience here in [this division] is that I don’t believe they feel that’s the right way to be doing business, and they did really good with their public involvement.” Even though UDOT has made some very positive changes in its public involvement efforts in the past year or two, these comments indicate that opinions of the agency that were formed in response to past actions linger, affect people’s current impressions of and interactions with the agency, and require concerted and meaningful efforts to overcome.

Special interest group representatives, however, were less equivocal. Representatives of bicyclists, the disabled, and environmental groups all had long and often angry exchanges about UDOT not using input provided in formal or informal settings. For example, representatives for bicyclists and persons with disabilities gave several examples pertaining to both UDOT and UTA where they called one or both agencies several times about safety and design problems and were told it was the other agency’s responsibility, or that the changes could not be made due to cost (even for brand new facilities that should have had the design standards in the first place), or they were treated “rudely,” “ignored,” or “stonewalled.” Environmental group participants gave several examples, such as Legacy Highway, where they felt their comments “were totally ignored.” One person made the statement, “They don’t really seem to have any interest in aesthetic or environmental issues when it comes right down to it....They may give it lip service, but that’s about all.” This exchange occurred later in the same meeting:

*Respondent 1:* “There is at least a working perception that UDOT really doesn’t value public opinion. They tend to do kind of the letter of the law, the minimum of what we call the public involvement process, which . . . discourages people who might be interested in participating.”

*Respondent 2:* “Well I think nine times out of ten you hear why they can’t do what you’re suggesting so you still feel like it hardly matters if you comment because you’re always going to be told why they can’t do that.”

In general, the perception of the special interest group stakeholders is that public involvement processes need to be developed to show input really is being used. As will be discussed below, this was also an important point made in relation to the question, *How could UDOT improve its public involvement processes?* Situations where input was ignored were used several times by environmentalists and participants with disabilities to justify the use of lawsuits as a public involvement “tool.” One respondent stated, “The only way we have any influence is if they think we are going to sue, or we have sued and gotten settlements.” Ironically, this situation was also used by one internal respondent as a reason for not doing public involvement.

Concerns about the actual use of public involvement were also echoed by some internal participants, but they were always quick to add that things are getting better, especially in the last three years. As one UDOT employee put it, public involvement in the past had been “absolutely pathetic, no one would come unless a project impacted their lives” but now, “we are doing a lot better...better at asking them what they want and telling people what is going to happen and how it will impact them.” Another employee said:

“Well, I think we are really on the starting edge of making decisions using a wiser approach. And, I think public involvement in all decision-making processes for any governmental agency is vital. They’ve given us a responsibility, but that doesn’t mean they know that. We don’t go out and grab their input. We’ve done some wonderful things. We’re just finishing the public involvement piece on what should be built on 123<sup>rd</sup> South between 7<sup>th</sup> East and the state highway. And, a lot of those decisions were based on public input. They wouldn’t have been the engineering decision, but they were a community decision.”

It was not just internal participants who felt things have been getting better in recent years; all land management and planning agency representatives who participated in the study also felt UDOT’s public involvement efforts have been improving in recent years. Reasons for this improvement include: changes in upper administrative personnel who have a more open and collaborative leadership style; the addition of Public Involvement Coordinators (PICs) in each region; reduced emphasis on public hearings and increasing use of smaller, more personal public involvement forums; appointments of staff liaisons between UDOT and other agencies; the new Context Sensitive Solutions (CSS) initiative; and, UDOT personnel attending the meetings of other groups and organizations.

The responses of the special interest groups, however, ranged from an attitude that things are improving slightly but have a long way to go, to representatives of persons-with-disabilities and environmental groups who see no improvement at all in this area. Participants of one focus group in particular had very negative perceptions in this regard and, in no uncertain terms, indicated that they thought UDOT had been unresponsive to their concerns and needs and that management changes in the last few years had not produced any substantive improvement.

While this was a minority opinion across all the groups and individuals, the depth of feeling and even anger expressed by these participants, and to a lesser extent by all the special interest group stakeholders, was striking. Some of the reasons given for the poor or ineffective public involvement included: the existence or even “arrogance” of the engineering or “expert” mentality; the difficulty of getting public involvement in urban areas; UDOT’s reliance on public hearings to get public input (although a couple of environmentalists said they *preferred* formal public hearings to small group meetings and workshops); the perception that decisions are made before public involvement is undertaken (discussed above); and, structuring public involvement in such a way as to get certain types of feedback or to avoid conflict. Related to conflict avoidance, an external participant stated:

“Absolutely, I think there’s room for improvement. I don’t think UDOT has been transparent very much at all, and I think that transparency included having your perceived worst enemy at the table. I understand that there have been attempts by UDOT to exclude certain groups of people that have been adversarial with them in the past. Big mistake. The people you want at the table are the people that give you the biggest problems so that you can have a conversation, and their

perceptions are not based on mythology and rumors. They're based on facts, and vice versa."

This sentiment was echoed by an internal respondent who noted:

"I think there's fear at times on UDOT's part that they don't want a pep rally, and they don't want people getting together. Sometimes they've been a little hard to manage and got out of control, so they restructured away from some of that. I do think there are times when that's not all bad, where people get a chance to hear what other people think or feel about an issue. The problem with that is some personalities tend to dominate those meetings. People don't feel comfortable expressing themselves. So we're trying to hit a balance and trying to make sure that the public's interests are heard."

Several other internal participants pointed to "vocal minorities" at meetings, continuation of the engineering culture, and conflict avoidance as being barriers to effective public involvement. Regarding barriers due to the "expert mentality," one UDOT PIC said, while things were getting better:

"I think it's just like everything else ... I think there's still people within UDOT that are resistant to public involvement and a lot of the CSS because they see it as being more efficient to just be the experts and go out and build that road."

This same employee also pointed out budget and staff time are often inadequate for effective public involvement:

"We're kind of like lone wolves. We don't have a budget and we don't have a staff. And we rely on other managers to implement the things that we're trying to do as public involvement coordinators, so you can imagine that that is a real challenge sometimes. It depends on who the manager is and whether they buy into it and whether they actually see that it's a benefit to them. It's a battle. It's getting better, [but] it's up and down. [And] there's a lot more that needs to be done internally to make the whole thing function well. And of course, that's reflected in what the public perceives, too."

Despite the pessimism of some interest group stakeholders, and the potential barriers to effective public involvement, nearly all respondents expressed support in the abstract and agreed that public involvement is critical for increasing public trust and reducing historical animosities.

### ***III. C. 2. Recommendations for Public Involvement***

Many of the recommendations for improving the effectiveness of public involvement reflect the traditional literature on this subject. People said public input needs to be early, frequent, representative, and taken seriously. To engage the public more effectively, their input needs to be solicited in ways that facilitate two-way communication, provide real



opportunities to influence decisions, and encourage members of the public to talk with each other. Most participants felt there should be less emphasis on public hearings and greater use of small group workshops, focus groups, personal contacts, electronic means of communication (e.g., Internet and websites), and representative methods of soliciting public input (e.g., surveys). Finally, UDOT needs to be more proactive in soliciting input (e.g., extending personal invitations and directly contacting people), be willing to embrace conflict, and work *with* adversarial groups rather than avoiding them. In addition, UDOT should attend meetings of other groups or organizations rather than just focusing on their own public involvement efforts. While these were generally accepted ideas, many people provided additional insights. There were also some important differences between internal and external participants.

Getting representative input was a common theme in both internal and external interviews. However, internal participants and representatives of planning organizations tended to view this as a factor of balancing the input of the “vocal minorities” with that of the “silent majority” by using surveys, door-to-door contacts, and more personalized, small group forums, rather than impersonal and often contentious public hearing formats.

In contrast, external stakeholders and land management representatives viewed representation more as a factor of hearing and understanding the public’s perspectives better. No stakeholder group exemplified this better than the low income service representatives, who explained in great detail why low income and ethnic minorities do not and cannot participate very often in the UDOT public involvement efforts, and why they have a much more vested interest in UDOT decision making than people realize. These barriers include language, education, job, poverty, cultural stereotypes, and, ironically, transportation. Comments from some focus group members included:

“We have a very, very high Spanish-speaking population, and if we pass something out that is printed in English, it would be meaningless to them”;  
“Legal notices are written generally far above the literacy level of the population”;  
“Many people that have a low income have a really hard time advocating for themselves.”

Yet lower income residents have a greater level of dependence on traffic safety and crosswalks, public transit for shopping and work, flexible transportation alternatives to get to multiple jobs, rotating shifts or day care, and the like. Also, the service providers we spoke with said they have never seen planning or outreach documents directly related to the needs of low income or minority residents. One participant stated:

“I just happen to have a copy of the UDOT *Strategic Direction*, and I was looking in here to see if they make reference to low income or disabled any place, and they don’t anywhere in an area called customer focus and also performance, evaluation, quality service. That’s not to say that UDOT is insensitive to those issues. I wonder if this [would] become more a part of the mission, if it would become more of an important aspect of planning, if it were simply stated [in UDOT’s strategic direction].”

Thus, representation has both macro population-level and micro stakeholder-level scales.

Likewise, participants discussed the importance of obtaining public involvement input early and often in decision making or planning processes. They also commented on the importance of actually *using* that input. For example, while internal groups used Legacy Highway as an example where much input was obtained, environmentalists and land management agency representatives claimed the input was obtained *after* critical decisions were made. As one external participant put it:

“There are projects, and Legacy is probably a good example, where I think people just had it in their minds where they wanted it to go, where they wanted it put. They took the input, but I think their minds may have been made up prematurely. I think you have to have a plan when you go to the public to generate a dialog.”

Thus, early and often may be meaningless unless the public involvement is taken seriously and it has a real opportunity to influence final decisions. So there is both a quantitative and qualitative aspect to public involvement. As one PIC described it:

“...a big part of my job is to involve the public early and often. I think that also a part of that is showing them how we’re using their input. That’s one thing I don’t think we do too well... We listen to folks at these public meetings, but they don’t really see how their input is being implemented into a project. And I think if they saw more of their ideas implemented and saw how we addressed those, I think that would give them more courage and more confidence to continue the process. I know the public’s perception is the government is going to do what they’re going to do regardless of what I say. That’s a hard stereotype to break because I think that’s the way it has been a lot in the past. I think if they see that we are truly listening and that we are doing everything that we can to implement their ideas and suggestions into the project, it will inspire them more.”

Other respondents spoke in terms of improving trust and the agency’s image with the public as a result of taking public involvement seriously. This is not to say that all stakeholders get what they want in a plan or project decision. That is an impossible criterion to meet. However, it is important that input is taken seriously and that there is feedback to the groups explaining why and how the input was used or not used. This suggests there must be an *iterative* approach to public involvement with feedback that goes well beyond legal requirements and many of the traditional public involvement procedures.

A topic where there is a major difference in the perceptions of internal and external participants is the role of information and education as public involvement “tools.” While the participants generally agreed informational efforts can be improved, internal participants were much more likely to say that “educating the public” is an important direction for public involvement, and in almost every instance this was followed by “educating the legislature.” A qualitative difference in these findings also exists. Most of the internal comments related to education implied that the public needs to be educated

in order to help them better understand the reasons for UDOT projects, reduce opposition or increase support for the job UDOT is doing, improve the department's image, or increase public and legislative support for funding UDOT projects. These comments tended to reflect a relatively unidirectional and somewhat self-serving role of education in public involvement activities. This theme was especially popular with maintenance staff. For example, in discussing incorrect perceptions people have about their jobs, one of the maintenance staff said:

"I think another thing we need to concentrate on, I know it costs a lot of money, but [it's] advertising. The public needs to know how important it is to be educated on what we really do. These people need to realize what we do and what it takes."

A participant in another meeting stated he wanted legislators to "get with me in the snowplow."

An internal participant discussing UDOT funding in general said:

"Money is probably the biggest problem. The whole thing revolves around having enough resources. Trying to ensure that priorities are identified is always a rather interesting process. Sometimes the public and legislature don't understand the state's real needs. It's a challenge for UDOT to make sure technical aspects are understood by the public when priorities are set. For example, when UDOT does repairs on I-15 before expanding local streets. This is necessary because highways are more important for the general public's transportation needs than local roads are. We need to better educate the public on why road repairs are so important."

Another internal respondent spoke about the need to keep information clear, non-technical, and basic so it can be understood by the public.

External participants, on the other hand, especially planners and resource management agency and environmental group representatives, also discussed the need for public education, but the reason was to help citizens provide more useful and insightful input into planning. Several stakeholder groups pointed to the need for UDOT to also be educated on factors like community values and preferences, and accessibility problems and standards. From this perspective, the role of education in public involvement activities should be based on shared learning rather than on "educating the public." For example, the external respondent who mentioned he thought UDOT had made up its mind about Legacy Highway prior to the public participation effort and needed to listen better to what the public was saying, also said, "Educating the public is a challenge too, [but] if you're going to have public participation you need to have a public that is educated on what you're talking about."

An interesting twist on the need for more public education that was voiced by a variety of both internal and external participants was getting the public to understand the need for public transportation alternatives. Three Transportation Commissioners observed that

they had originally been opponents of TRAX, but are now strong supporters and would like to see TRAX and other public transit options emphasized all along the Wasatch Front. Many respondents, both inside and outside of UDOT, voiced similar attitudes but pointed out that there is a lack of support among the general public related to these options and the sooner the public can get behind them, the better. They said movement in this direction will require increased public education and improved planning tools. For example, one resource agency specialist said this requires a lot more planning “than the laissez-faire, western mentality has been willing to accept.”

Regarding specific methods to better engage the public, the most common response by both internal and external participants was that UDOT needs to be more proactive in contacting and soliciting input from a variety of stakeholders. This point was consistently made by the Transportation Commissioners and state and regional UDOT directors, and most planning and resource management agency representatives. As one UDOT employee put it, “At the long-range planning level, engaging people in a meaningful discussion is one of the most important things we have to do.” He also said this will require going through several cycles of showing how public input was used, and UDOT must establish trust with the public, and show them “if they get engaged in planning, they will get what they want.” Another employee kept referring to stakeholders as “customers” UDOT needs to listen to, and said it is not possible to “over communicate” with those customers.

Several external participants pointed out that a proactive outreach effort should include stakeholders that have disagreed with UDOT on past issues. They thought UDOT should conduct public involvement activities “even if they don’t have to.” These suggestions would help address the problem of trying to avoid conflict, which was discussed above. In addition, special interest group stakeholders felt UDOT representatives should make an effort to get on the agendas of other organizations to provide information *and* get feedback from the members of those organizations. Key considerations in this effort were facilitating two-way communication (and several respondents emphasized the need to generate a “dialog”), reducing the emphasis on public hearings, and using a variety of other public involvement forums depending on the issues, stakeholders, or type of involvement needed. For example, one external participant with a lot of public involvement experience had this advice:

“We tell folks that we’re going to listen, we’re going to try to understand, and we’re going to incorporate whatever we can into the final decision, and we have to deliver the whole way through. We’ve got to show them at the end that their issues were at least considered within the process... You know, we’ve basically bagged the concept of public hearings. My experience is they’re a waste of time... so we’ve kind of switched to, and I think it’s had some success, a workshop setting.”

Most participants who made forum recommendations agreed with this assessment that smaller group settings, hands-on workshops, and similar activities are much preferable to formal hearings. Some participants, including a few in the environmental focus group,

however, disagreed with this philosophy. They want to retain the formality of the hearing setting because they think it is important for participants to hear each others views.

While there were many recommendations for improving public involvement as noted above, in the final analysis, face-to-face methods in small group settings, where citizens feel comfortable and there is opportunity for dialog, tended to be the most common recommendation by both internal and external participants. This was especially true for those in planning or with natural resource or environmental agency backgrounds. As one UDOT employee noted, “The smaller the group the better the feedback, because we’re able to maybe personalize it a little more and it’s also pushing us to go out to them rather than holding a meeting and they come to us.” A member of a regional maintenance crew took it one step further when he said it makes more sense for one UDOT employee to go out to 500 homes and meet one-on-one with people, than to try and “make 500 people come to us.” Another internal respondent stated:

“You can’t skip those [hearings] because they’re federally mandated. [But] it seems to be the more grassroots you go the more trust we create and better communication. Exactly what that is, whether that’s a chamber of commerce... a PTA... a small civic group like a neighborhood community, talking with their representative and things like that...that’s where I think we should be going, but again, that’s where the money and time comes in—it takes more time. And it will cost up front but, in the long run, I truly believe it will have more benefit.”

Several respondents agreed with this assessment and pointed out that it was impossible to conduct an economic cost-benefit analysis of public involvement because the benefits are often intangible, and that works against the use of public involvement activities in the agency. Planners pointed out this work cannot be done with only one public involvement coordinator per region. Other people with public involvement responsibilities need to be located in each regional office, and they should have good working relationships with residents in the local towns and communities. There also must be consistency in the contacts; several respondents gave examples of times when mixed messages were sent by different UDOT contacts, which caused public relations problems for the agency. All of this, however, will take time, money, and dedication by administrators.

The effectiveness of Transportation Commissioners’ meetings as a forum for public involvement had mixed reviews. Several internal participants said one of the primary functions of Transportation Commissioners meetings is to allow public comment on projects and funding. However, another person noted, “Transportation Commissioners’ meetings draw out people and we get input, but often that input has been heard before. Once in a while we get surprised by something.”

Finally, perhaps the most creative public involvement “forum” was suggested by a participant who described an innovative process used by UTA where they worked with a community involvement team comprised of local citizens who provided direct input to contractors on the light rail project between downtown Salt Lake and Rice Eccles

Stadium. The citizen group even decided on quarterly incentive bonuses for the contractors based on their assessment of the work. This participant noted:

“They had a lot of motivation to be tough about it because it was their homes and businesses being impacted. It worked very well, actually. The contractor performed at 90% typically and got most of the bonus, and the people we dealt with in the neighborhood were happy... They were satisfied they had some measure of control over their destiny when such an impactable project was taking place on their doorstep. I think UDOT could do more of that.”

This speaks to the need for using more truly collaborative public involvement methods. The innovative public involvement efforts of the future may need to blend into the types of activities and arrangements that are generally only used with agencies and other partners that have formal project or planning authority with UDOT.

### ***III. D. Theme 4: UDOT's Public Image and Its Relationships With Other Entities***

The fourth theme addressed during Phase II of the study was UDOT's current image as a transportation department, and how internal and external participants viewed UDOT's relationship with outside entities. Participants internal to UDOT were asked to name other agencies involved in transportation planning and to discuss the roles they played. External participants were asked to discuss their current relationship with UDOT, including what areas they thought were beneficial to both parties, and what areas they thought needed improvement. In their discussions about their relationships with UDOT, many of the external participants reflected on how that relationship has evolved over the past few years.

#### ***III. D. 1. UDOT's Public Image***

Many participants in the study, both internal and external, felt that UDOT's public image has improved over the last 10 to 15 years, with the greatest improvements in the last two to three years. Although some participants still perceive UDOT to be “big, with a lot of legs, and unapproachable,” that image, in some people's minds, is being replaced with an image of a large but more accessible organization. Part of the change in image has to do with the decentralization of the organization. People have found the decentralization efforts to be an effective method for establishing more personal relationships among UDOT personnel and local officials and residents, which in turn has improved communication between UDOT and the communities it works in. As one person put it, “it puts faces in front of the public.” Decentralization is seen as helping UDOT to be more in touch with local needs and concerns and more effective in getting people to participate in the planning process.

Part of the improved image also has to do with UDOT being perceived as a more open and inclusive organization. This study, along with the process of inviting individuals and focus groups to comment on the long-range plan and the strategy for developing it, was

used as one example of UDOT trying to include more of the public in their planning and decision-making processes. A few people attributed the improvement to the hiring of Public Involvement Coordinators, although many participants were not aware UDOT had hired these coordinators.

Another factor which played into UDOT's improved image was the effort put forth in preparation for the 2002 Winter Olympic Games. Comments were made regarding how well UDOT did in keeping the public informed of where and when construction was taking place and, although the construction was seen as an inconvenience, it helped public perception that UDOT made an effort to let people know what to expect. Some people noted the technology is now in place for UDOT to continue its efforts to keep the public informed of construction projects, which hopefully will help maintain the improved public relations. Another important point brought up regarding preparations for the 2002 Winter Olympics Games was the increased coordination efforts of all state transportation entities during that time. A person working in another agency stated:

"Yeah, we worked very hard and very together on that for a number of years, actually, and very cooperatively. We weren't territorial about it. I think it came together marvelously. Each allowed the other to do it, to perform in their area of expertise."

Another individual discussed how UDOT, the cities, and the counties worked together to coordinate snow removal, and how well that worked for all involved.

Lastly, the concept of Context Sensitive Solutions (CSS) has boosted UDOT's image in the state by bringing the Department together with concerned and impacted communities to discuss how specific projects will be adapted to their areas. The concept appears to be well understood and appreciated by both external and internal study participants. CSS is seen by internal participants as a low cost way for UDOT to build relationships with communities by better understanding their individual needs instead of just looking at capacity. External constituents see CSS as a progressive program that acknowledges the impacts roads have on a community and the need to be sensitive to what the community really wants. As one participant stated:

"I've been involved for some time on the 3500 South rebuild, where they talk about Context Sensitive planning, and that's the first time they've done that. It's a good idea. To assume that the communities want to have input, and have important input, is a real good assumption to make."

Although there were many positive statements regarding the improved image of UDOT within the state, there was some criticism of UDOT as well. The most common one was UDOT continues to be perceived as a roads department by the public and that this image will be hard to shake. A few participants also mentioned that UDOT is sometimes seen as arrogant and narrow minded, unable to see the big picture and how alternative modes of transportation fit into it. Some people perceived this problem to be a result of UDOT's history of being dominated by engineers, especially in upper management where

decisions are being made. A few of those who commented on this tendency felt engineers were inclined to forget about or downplay the impacts road construction has on people and the environment, and instead emphasize the benefits of roads and ignore alternatives to their proposals. One participant stated, “UDOT is one of the oldest, timed-and-grayed agencies in Utah. It is engineer-oriented, and engineers like pavement.”

Some people also felt the only reason UDOT has become more open and inclusive is due to lawsuits and scrutiny from the courts and the Federal Highway Administration. This was exclusively the impression of external participants in the study. One person summed up these thoughts with this statement, “The administrative penalty, the court rejects, the Legacy EIS, you know, that sort of thing, gets their attention.”

### ***III. D. 2. UDOT’s External Relationships***

Responses from external participants to the question, *How would you characterize the current relationship between your organization and UDOT* were quite variable. While many state and federal agencies saw an improvement in their relationship with UDOT, other entities have seen deterioration.

#### ***Federal and State Agencies and UDOT***

As previously mentioned, most of the federal and state agencies felt strongly that their relationships with UDOT had significantly improved over the last few years. Many of them noted that although there had been “bumpy spots” in the past, they, as well as UDOT, have been making an effort to improve communication. Part of this effort includes educating each other on their agencies’ objectives and responsibilities as mandated by both federal and state legislation. These mandates can limit the flexibility each agency has in regard to their ability to compromise, which adds stress to these relationships. As one federal agency person stated, “I think it’s all government, and I think the process is just probably pretty much the same, you know, just to continue working together to do a better job.”

In discussing the improvement in their relationships with UDOT, one federal employee gave an example of how the relationship has been improving. This person observed that, in the past, UDOT was inclined to wait until the last minute to apply for necessary permits when doing projects that would affect wetlands, and then acting annoyed at the agency when environmental analyses were needed, blaming them for the resulting project delays and increased costs. This attitude was seen as counterproductive and sometimes resulted in lawsuits to prevent UDOT from going ahead with projects that did not meet federal guidelines. This agency person noted the culture has been changing over the past few years, and UDOT has become more receptive to the agency’s help and more responsive to legal requirements. The relationship has improved greatly, and both agencies have a clearer understanding of each others’ roles and responsibilities.

This improved relationship and greater sensitivity on the part of UDOT to other state and federal agencies was expressed over and over again. Most of these agencies



stated they had a close, participatory, and friendly relationship with UDOT. A couple of comments that best sum up these relationships with UDOT are:

“Our relationship with UDOT is a close one. It’s a very friendly and cooperative one.”

“I would say we have a very good working relationship with UDOT. It’s very open.

It’s very participatory. They invite us to participate on everything from planning studies to commissioners meetings. We have a lot of interaction on the project level and planning level. So, I feel very positive about them.”

### *MPOs and UDOT*

One study participant noted the Governor had created the MPOs to serve as the transportation planning bodies for the urban areas in Utah. This has required them to work closely with UDOT, which has resulted in the agencies becoming partners not only in planning but also on projects. All of the MPOs expressed a similar sentiment, that their working relationship with UDOT has become more of a partnership over the years. They emphasized the importance of these relationships for meeting the needs of their communities. A few concerns were expressed that some of the relationships have a competitive element to them, and it would be better if that could be eliminated. Another conflict noted was personality clashes between some MPO and UDOT personnel. People felt this would be worked out over time. Also, while most of the internal participants felt the MPOs should be a part of the state’s planning process, one interviewee found that concept “a bit scary,” because he feared it would give the MPOs too much voice in UDOT’s state planning efforts.

### *UTA and UDOT*

Most participants who discussed the relationship between UTA and UDOT saw a strong need for a close working relationship between them, even though funding for the agencies comes from different sources. Many of these same people felt UTA and UDOT have been successful in their working relationship, and participants were able to supply numerous examples of where the agencies have successfully collaborated. In discussing their relationship with UDOT, the UTA representative observed:

“UDOT builds roads that our buses travel on. We always talk about transportation as a shared responsibility, a shared solution. We’re there not to replace the automobile, but to complement or supplement the transportation network in those areas where public transit can serve the community as well or better than automobiles.”

A second factor discussed in regards to this relationship was the importance of coordination between the two entities in planning for the future. A number of people, both internal and external participants in the study, felt it was important for the state to consider all alternatives when doing transportation planning, and that the two agencies working together would enhance that possibility.

Many members of the general public do not understand the different roles UTA and UDOT play. Some study participants, especially those involved in the person's with disabilities and low income focus groups, expressed concerns relating to UTA's responsibilities, assuming they were UDOT's responsibilities. For example, many of the concerns expressed by both of these groups had to do with where bus stops were located and their accessibility for individuals within these groups. Most of the people participating in these focus groups thought UDOT was solely responsible for constructing and maintaining bus stops. This same confusion arose regarding which streets were the responsibilities of UDOT and which were a county's or city's responsibilities. Participants stated they often felt they got the runaround from the various agencies and were always being told it was someone else's responsibility. This was especially a concern for the group with disabilities, who have a need for curb cuts of adequate length, smooth sidewalks, and access to buses and roads. They complained when there were problems in any of these areas, or too many different jurisdictions were involved and they were never sure who they should talk to.

#### *Cities and Counties and UDOT*

The relationship between UDOT and the cities and counties was primarily discussed by UDOT participants, most likely because no current city or county officials participated in the study. Most of these internal participants discussed the importance of including local officials at the planning table and the need to improve communications and relationships at this level. A few of them discussed the importance of communities keeping UDOT informed on land-use plans, so that big developments do not result in UDOT being taken by surprise and consequently being unable to meet communities' needs.

#### *Special Interest Groups and UDOT*

Those who were most discontent in their current relationship with UDOT were the special interest groups. These end user groups, consisting of people with disabilities, bicyclists, environmental groups, and advocates for low income citizens, stated they have not seen any improvement in their relationship with UDOT. Some of them noted things have progressively deteriorated. One person stated, "It seems like their reputation is on the down swing. Not that they had a good reputation to begin with." Most of the participants in these focus groups felt UDOT only complied with regulations pertaining to their concerns when they were forced to through lawsuits or threats of lawsuits. One person mentioned that some of the environmental groups hold more sway with UDOT because UDOT knows they will be sued if they ignore them. Individuals within the disabled group frequently mentioned UDOT's lack of concern in meeting the Americans with Disabilities Act (ADA) requirements and Section 504 of the Rehabilitations Act. They noted that compliance with ADA from the beginning would alleviate a lot of lawsuits and save the state money by avoiding having to retrofit. The bicyclists were of the opinion that the only reason UDOT hired a bicyclist/pedestrian coordinator was because they were required to do so by federal law, not because they truly wanted a better relationship with these groups.

In addition, members of these external focus groups felt that although UDOT goes through the motions of public involvement and getting their input, it is only because federal law requires it for funding, not because they care about what these groups have to say. The environmental groups, the persons with disabilities, and the bicyclists strongly expressed that they do not feel heard. They feel UDOT invites them to give their input, and their thoughts and ideas are dutifully written down by UDOT employees, but no follow through ever occurs. Some of the bicyclist group suggested that one of the main problems for them is that the coordinator is not given any authority to promote their needs.

Many of the external focus group participants expressed a high level of frustration with the issue of not feeling UDOT's decision-makers really cared about what they had to say. Members of the group with disabilities gave numerous examples of concerns they had already expressed to UDOT, but to which nobody seemed to be listening. These concerns included curb cuts that were not wide enough for wheelchairs to fit through, streets that had been repaved so often the asphalt was four inches higher than where the sidewalk meets the street, resulting in a lip that could potentially topple a wheelchair backwards (one participant said this had recently happened to him), and street lights with walk signals timed so short it was dangerous for a blind person or a person walking with a cane to cross. The bicyclist group had their own complaints, including how grates are laid in the streets vertically rather than horizontally and the way rumble strips are designed on some roads, resulting in extremely dangerous ruts that can cause bicyclists to be thrown from their bikes onto busy roads or into ditches. Many members of these groups expressed their concern that roads are very unsafe for anyone not in an automobile or bus. Pedestrians, bicyclists, and especially disabled people feel very vulnerable on Utah's roads.

Some members of the environmental and persons-with-disabilities focus groups noted that many of the problems regarding noncompliance with federal laws have to do with work performed by contractors, and that UDOT needs to be more conscientious about overseeing the quality of the contractors' work. One person noted UDOT appears to be more concerned with their relationship with contractors than with finding alternative ways of doing things and doing them right. Another participant noted contractors are almost always having to come back and redo their work to bring it into compliance with ADA requirements. It was suggested that all contractors should be made familiar with ADA requirements, and UDOT should make meeting ADA requirements part of every contract.

A lack of trust in their relationship with UDOT was another main theme in the external focus groups' concerns. This was expressed by some of the external interviewees as well. One of the bicyclists noted that he just assumed he would be treated badly by UDOT and was often made to feel like a second-class citizen because he didn't drive an automobile. One member of the disabled group noted that UDOT often uses the excuse that they don't have the funding to do something that would improve transportation quality for people with disabilities. That person expressed skepticism about this excuse, noting UDOT seems to have plenty of money for other projects. On the issue of trust, a

member of the environmental focus group stated, “By not having open disclosure and not being transparent, they have created suspicion about their motives and about their allegiances and alliances with other state entities and local governments.” On the flip side, however, an employee of UDOT noted they do not feel they can trust environmental groups because they are always suing UDOT. An individual from another government agency who has observed a lack of trust in UDOT’s relationship with certain factions of the public stated, “I’ve tried to advise them over the years that this is a problem you have. It’s holding you back. It’s keeping you from being as good of an organization as you could be. Why don’t you fix it?” Many of the internal interviewees also discussed the importance of public trust in what UDOT does. Some of them felt UDOT had made strides in improving their trust level with other agencies and local officials, but further work was needed to gain the trust of the general population.

### *Suggestions for Improving Relationships*

A number of participants had ideas on how UDOT could improve its relationships with entities the Department works with and with the public, and on how they could increase the level of trust with these groups. One of the suggestions was that UDOT should always follow through on what they say they will do. As one participant noted, “Trust is built when you see sincerity in actions that corroborates sincere thought on the part of UDOT employees. Sincere behavior, truth, and honesty; this behavior builds trust.” Another suggestion was that UDOT make a stronger effort to follow not only the letter but also the spirit of federal laws, such as NEPA and ADA. One person with a disability would like to see UDOT have, as part of its mission statement, a goal that states the department will be in complete compliance with ADA. It was suggested that in order to do this UDOT decision-makers must make it a priority for the agency. A member of the bicyclist group requested UDOT adopt design standards that do not create barriers for bicyclists. For example, currently there are roads where six-foot shoulders suddenly converge to 18 inches on either side of an overpass. Lastly, some participants emphasized the importance of open and honest communication. One federal agency employee summed it up this way, “It seems like communication and personal relationships between agency representatives are really where the solutions happen.”

### ***III. E.    Theme 5: Assessment of UDOT as an Organization***

Many of the comments people made during the interviews and focus groups dealt with UDOT as an organization. This issue was a discussion topic for the internal sessions, with questions focused on what people thought was effective about UDOT as an organization and what they thought UDOT might do differently to increase its effectiveness. While specific questions about UDOT as an organization were not posed in the external sessions, this issue came up frequently as people discussed long-range transportation planning and their relationships with UDOT. Everyone was asked their opinion about the mission and role of UDOT, so this is also a context in which discussion about UDOT as an organization occurred.

### ***III. E. 1. Understanding of UDOT's Mission***

UDOT's current mission statement reads: "Provide a quality, economical transportation system that is safe, reliable, environmentally sensitive, and serves the needs of the traveling public, commerce, and industry."

People had various understandings and opinions about the mission of UDOT. Much of the variation in what people thought about UDOT's mission was related to the fact that UDOT used to be the Department of Highways, but became the Utah Department of Transportation in 1976, at which time the scope of its authority changed. Some of the variation in responses was related to whether or not people felt UDOT had actually changed its focus over time to become more comprehensive in its approach to transportation planning.

The most common understanding of UDOT's mission by most people external to the organization is that it is responsible for planning, constructing, and maintaining state highways and streets, and some of them said UDOT coordinates the entire highway system. No one questioned UDOT's authority in road building, and many people were complementary of UDOT's engineering competencies. Some participants internal to UDOT noted that other people still see the Department as a roads department, and they admitted that is still pretty much UDOT's main focus. One person commented, "I think it's hard to change that image because the majority of the people in the state know them by highways... It's going to take a long time before the public recognizes them as the Department of Transportation serving all forms of transportation." Another person noted that when talking with Congressional people about highways, they normally ask what UDOT says, and when discussing transit issues, they ask what UTA says. "So even our federal partners kind of make that separation and put UDOT in the box with highways," said one participant. A few people who thought UDOT should be acting in an expanded capacity as a transportation provider nevertheless characterized UDOT as, "an engineer's world, focused on putting a lot of pavement down."

The most common understanding of UDOT's mission by most people internal to the organization, and by some people external to the organization, is that it is a more comprehensive transportation provider and plays a key role in the statewide transportation system. In this respect, people used phrases like "provide quality transportation," "satisfy customer demands," "ensure the safety of the traveling public," and "quality transportation today, better transportation tomorrow" (one of UDOT's mottos that can be found on its web site). Quite a few people referred to the fact that UDOT has some role to play in all forms of transportation in the state including roads, transit, aviation, and trails.

The current leadership in UDOT refers to a "four-legged transportation stool," with the stool being the main transportation driver and the legs being the key functions of UDOT. The four legs of the transportation stool are: maintain and preserve the existing infrastructure; maximize output and efficiency from the system; ensure the safety of users of the transportation system; and build capacity to meet the needs of the future. This

concept was referred to by several people from within UDOT and reflects the agency's current image of its mission.

A number of people talked about UDOT's mission in terms of "moving people and goods through the transportation system." The emphasis in these comments was on making sure transportation flows smoothly, getting people from one place to another safely and reasonably expediently, and managing mobility to benefit the economy. The emphasis in this view of UDOT's mission is that the department helps manage how the transportation system functions. The following quote illustrates this point:

"We want to be seen as kind of integrated with transit and everybody should be working together, and we don't want to just be seen as road builders. We want to be seen as folks that move people and goods, and we're not the only agency that's involved in doing that. But we want to be seen as being open to transit, to all types of transportation that are available... you know, that's our goal to understand how we can more effectively move people and goods and not just be seen as road builders, an agency that's just looking to build new roads and maintain those, but more the movement of people and goods."

### ***III. E. 2. Organizational Leadership***

The executive leadership within UDOT is generally perceived quite positively and thought to have the capability to institute change and tackle many of the transportation challenges that the department faces. This opinion was expressed by employees of the organization as well as people outside UDOT. UDOT's current upper administration was characterized as "future-oriented," "responsible," "able to appropriately delegate responsibilities," and "top quality." People were generally complementary of the top administrators because they are perceived to be moving the department forward in a positive direction, willing to make changes, and interested in serving the public. These administrators were often given credit for the openness and positive change that many people perceive to be going on in the department currently.

Leadership and direction for UDOT is also provided by the Transportation Commissioners. Participants noted the Utah Transportation Commission, whose members are politically appointed, has authority to prioritize funding and spending for transportation-related projects, set policy direction for the department and exercise some oversight, and solicit public input into transportation decision-making. The opinion of one of the Transportation Commissioners was that the commissioners used to have too much oversight over UDOT and it hindered the department. He added that a good balance of power between the two entities was necessary and it is moving in that direction.

Opinions about the effectiveness of the Transportation Commissioners' leadership were mixed. Some people complemented them for holding meetings around the state, for being attentive and responsive to public concerns, for participating in the meetings of the MPO advisory boards, and for trying to keep in touch with UDOT's regional offices and

their concerns. Other people thought the Transportation Commissioners' decision-making was sometimes too politically motivated, the Transportation Commissioners were oftentimes too involved in project details and needed to be more focused on giving UDOT policy direction, and that the Commissioners lacked expertise in NEPA and sensitivity to environmental compliance.

### ***III. E. 3. Organizational Structure and Function***

Several issues concerning the internal operations of UDOT were discussed by participants. These comments mostly had to do with how the agency is structured and people's evaluation of the departmental reorganization that occurred in the mid-1990s. The related but somewhat distinct issue of how the department functions was also addressed. Most participants who discussed these issues said positive changes had occurred in the way UDOT is structured and the manner in which it functions, but a few suggestions for improvement were offered.

Some individuals noted that UDOT has gone through past internal changes in regards to the balance between centralization and decentralization. Most people perceive that, at the present time, decision-making authority is more decentralized in the four regional offices. For the most part, participants thought that allowing the regional offices to have more autonomy was appropriate and effective, enabling them to better address needs in their parts of the state. One person pointed out that a "regional approach is wonderful because it provides opportunities to build relationships. Relationships are going to be the key to our success in involving communities, in involving all stakeholders." Another person said UDOT needed to minimize the image of "big government" and get down to the level of the general public. A UDOT official said he is proud of employees who interact with customers on a regular basis and decentralization helps with that. The financial benefits of centralization may look good, but it is necessary to look at the bigger picture and consider time and efficiency gained with a more decentralized approach, said another person. However, a few participants admitted the need for some centralization, particularly of specialized functions, such as bridge engineering. One person did complain that decentralization had caused inconsistencies between the regions in the way things are done. Thus, most participants recognized that having a proper balance between centralization and decentralization was an important issue, and that certain functions were best handled either on a centralized or decentralized basis.

In terms of how the department functions, some participants talked about the need for more internal integration between various divisions or functions within UDOT. In particular, participants suggested better integration needed to occur between the Planning Division and other divisions, between the environmental and engineering people, and between the construction and maintenance portions of the department. A person internal to the department said the "silos need to be broken down." A person external to UDOT commented it is such a big organization that "oftentimes I get the feeling that the left hand doesn't know what the right hand is doing." By way of example, this person said, "I think their right-of-way and encroachment people are so busy doing the things that

they are doing that it is really hard [for them] to see anything off to the side. I'm not sure they know what anybody else in UDOT is doing.”

Other issues in terms of organizational functioning were mentioned. Several people commented that they thought the department was getting better at efficiently managing people and other resources, and that some redundancies were eliminated in the internal reorganization a few years ago. Some people complemented UDOT on its greater use of technology, particularly in terms of traffic information boards over the freeways and use of “Intelligent Transportation Systems,” but one area badly in need of technological improvement is accounts and billing. Being able to submit billings electronically and having faster payment turn-around is of concern to MPOs and local communities who are stretched thin financially and cannot wait for the length of time it takes to get their reimbursements from UDOT for work or projects completed. The use of electronic procedures in this area was thought to be a way to improve that function.

### ***III. E. 4. UDOT's Organizational Culture***

Participants often discussed the organizational culture of UDOT. Many participants internal to UDOT were cognizant of their agency's long history of being focused on road building, were aware of how UDOT is perceived by people outside the department (as noted above in section III.E.1), and were accepting of the internal changes occurring within the organization. They often commented that new ways of thinking about transportation do not come easy or fast because it involves changing a deeply ingrained agency culture that has generational aspects to it.

People primarily characterized the culture of UDOT as one dominated by an engineering mentality and framework. UDOT's engineering perspective was characterized as being too narrowly focused on constructing the transportation infrastructure and being less concerned about how people use it or what people want from it. While most people talked about this in a negative light, someone noted that the dominance by engineers was not bad in the past when the agency had a different mission: “Their training matched really well with building the interstate freeway system across the country. And that was to put a heck of a lot of pavement down. And that worked really well.”

However, UDOT's ability to engage the public and transition to more intermodal transportation thinking was seen by participants as inhibited by this engineering culture. In part this was said to be due to some arrogance on the part of engineers in considering themselves to be the transportation experts. The most polite comment on this tendency was stated this way:

“I am not an engineer. But I worked in an engineering world. And I can understand that engineering training is rigorous. And like anyone's training, there is some training that is held in higher esteem than other training. And if your training was not quite at the same level as their training, then you may not hold the same respect, you know. And so, that can have an impact on relationships and decision making, if one training is held to more importance than another training.



And so that was the problem when UDOT became a department of transportation when formerly they were a highway department.”

Some UDOT people admitted the agency’s collective training and skills are limited. As one UDOT employee admitted:

“We are great engineers. We are not public communicators. We can engineer the heck out of something, but we don’t necessarily know how to describe what we’re doing or how to communicate that. And I still think we’re unsure if we really want to ask for input for something that we’re engineering because we’re the experts. Why does an expert need to ask someone what they think or get input into the process? But there again, how do we become experts? We need to learn how to become a true communicating agency. Not just a public involvement coordinator. Not just a communications office, but as a department – how to communicate better.”

Some people talked about how entrenched the engineering culture is within UDOT because the organization is heavily staffed with engineers and so these are the people that tend to get promoted or reassigned to new tasks as needs arise. One person who had a long history working in UDOT said that engineers were regularly promoted into management positions and this was not always the best decision. Several people pointed out that engineers are particularly bad at integrating a human component into their thinking and, thus, are not very good managers, as illustrated by one person’s statement:

“When engineers run the business they leave the human part out. In fact, human beings can often be an impediment to getting ‘the business’ done. People need to talk to people. They need to understand and have a human connection about these major kinds of issues, and planning is clearly one of those. So, if they were going to be effective statewide, they need to keep themselves located in an environment where they have human beings who are interacting with local planning agencies and political entities and others.”

The constraints that the engineering culture imposes on UDOT were said to be quite common in transportation departments around the country. Participants generally admitted it is hard to change the agency when people within it are used to operating under a framework that has been in place for a long time. They referred to the difficulties of “moving people out of their comfort zones,” of convincing and reorienting them to doing things differently, and of transforming their way of thinking. A few people internal to UDOT admitted that some employees are still struggling with the new direction within UDOT and it was just going to take time and some staff turnover before change would really occur.

### ***III. E. 5. Personnel Issues***

Several issues related to personnel management were part of people’s assessment of UDOT as an organization. Some common themes were raised by people who were both

internal and external to UDOT: the agency is stretched too thin financially; UDOT employees have to work hard to do as much as they can with limited resources; and, the department loses well-trained employees to the private sector or to other agencies. These themes relate directly to the challenges UDOT faces in terms of highway system reaching capacity and the need to maintain existing infrastructure while growing the system.

UDOT employees elaborated on the theme of “being stretched too thin” in some detail, emphasizing they had done about as much as they could to economize in the face of budget cuts and that further cuts would start impacting the level of service they could give to the public. UDOT employees talked about having more work to do, having greater responsibilities, having to meet greater needs, and having to work overtime. People specifically mentioned the shortage of staff to review permits, the public involvement coordinators having no staff or budgets, the real estate people being “maxed out,” and employees in rural areas having to cover much more territory than the MPOs yet having their budgets cut. A few employees talked about there being a morale problem in the wake of wages not even keeping up with increasing benefit costs. Interestingly enough, UDOT employees expressed great pride in their work, so their frustrations seemed more to do with the inadequate time and money that limits their ability to do a good job and that does not adequately reward their efforts.

Other specific issues of concern to UDOT employees had to do with the fairness of status and pay differentials for construction versus maintenance work, and for training and advancement related to academic training versus the acquisition and enhancement of practical, job-related skills. Part of this relates to the engineering culture within UDOT. People who do not have college degrees and whose jobs focus more on the practical aspects of road construction and maintenance do not feel they get the same respect as people with college degrees who are in design and engineering. Several people commented on the fact that UDOT needed to acknowledge input from the “rank-and-file” and make them feel like part of the solution. One person noted that “some of the people who have the lower jobs have some of the best ideas.”

Participants external to UDOT had a different set of specific concerns. The concern mentioned most often was turn-over within the agency. This makes it difficult for someone from outside UDOT to get consistent and reliable assistance, and several people expressed frustration with not knowing who to call, or having to deal with someone different every time they did call. Someone suggested that UDOT needs a more structured system for addressing this turnover, especially when people retire, and should make sure there is some overlap so that the person leaving can train the person coming in. Another suggestion was that the agency should think more about cross-training so people acquire skills that give them broader perspectives and greater awareness of the bigger transportation picture.

One other area of particular concern to some external participants was UDOT’s staffing in the realm of environmental positions. One person took UDOT to task for putting engineers in environmental positions:

“My other pet peeve with them is in the way they set up their organization, their environmental office. If you go over there and look at it and see who works in their environmental office and what their background is, they’re all engineers. And I’ve told them for years, “You’re gonna get no respect, you’re going to be the Rodney Dangerfield of the environmental offices around the state because you have nobody that knows the environment in your office.’ And they keep telling me, ‘Well, we’re an engineering organization.’ [Our organization] has woken up and has hired a bunch of rabid environmentalists to diversify the agency’s attitude. UDOT has no environmental ethics at heart.”

Several other suggestions were made on how UDOT could be more effective at addressing environmental aspects of the department’s work: have an environmental coordinator in each of the regional offices; evaluate project engineers on how well their projects comply with environmental laws; and place a UDOT person in the Army Corps of Engineers’ office full time to deal specifically with transportation-related issues.

### ***III. F. Theme 6: Long-Range Transportation Plan***

The rationale for the USU research effort that involved conducting interviews and focus groups was to gather information that would provide input for the statewide, long-range transportation plan. Most of these sessions revolved around discussions pertinent to transportation planning, in general, or to the long-range plan, in particular. Consequently, most of the participants anticipated that the concerns they articulated, as outlined in the previous five themes, would be incorporated in some way into the long-range transportation planning effort.

This theme covers comments that pertain more specifically to the long-range plan. Participants offered some explicit recommendations in terms of the process of developing the plan, the content of the plan, and the anticipated outcomes of the plan.

#### ***III. F. 1. Process of Developing the Plan***

The process by which UDOT develops the long-range transportation plan was considered an important issue by many participants. Of particular concern to them was how UDOT coordinated with other transportation providers and involved the general public in the discussion. When asked what needed to be included in the plan, one of the commissioners simply said, “If it involves all the right people, then it will help us direct funds and set priorities. We don’t know all the problems we have.” The importance of the process also was noted in another person’s statement:

“...it’s not the plan itself, but it’s the act of putting it together that’s the most important part. The plan itself is good, but it’s a piece of paper. The actual putting it together is more important because it creates an awareness of what the needs are and gets people involved. There’s a lot of coordination and, really, I think the assembly probably is more important than the plan itself.”

People recognized that the processes of inter-agency coordination and public involvement take time. A few people noted that UDOT seemed to be in a hurry to complete the plan and was not giving enough emphasis to the process component of the planning effort. As one external participant person explained it:

“I think UDOT does a really good job, especially at the policy level. But when they embark on a process, such as this long-range plan, it’s kind of like they are developing it and they don’t have time to complicate it with ideas from other agencies, like ours....They have this whole process laid out, and I said, ‘Well have you talked to any of the MPOs about it?’ And he says ‘No, we haven’t had time.’ Well, in reality, their long-range plan is going to have this big blank when it comes to the MPO areas....But we could learn so much from each other. The trouble is [they have] this time frame...and so [coordination] just slows it down. I don’t think they have adequately involved any of us in this long-range plan.”

Other participants representing agencies which already have long-range plans in place talked about the value of UDOT coordinating with them in the process of developing their plan. This coordination would help them to find the interface between their agencies’ plans and identify the influence the plans have on each other. When asked in what way UDOT’s long-range plan would be most useful to him, one MPO Director said,

“It would do a couple of things. With the state’s long-range plan, we would want to coordinate our plan with their plan. We would want to make sure that we are both going in the same directions, that we are both trying to accomplish the same goals. We both may have the same goal, but we may be going about it in a manner that would not benefit one another. That’s probably the biggest thing. In their long-range plan they would obviously be identifying improvements that they would be making over the next 20-25 years. It would help us to know what those were, then we wouldn’t have to necessarily concentrate our efforts in those same areas....It certainly would have an impact on what our future plans would be.”

The importance of UDOT coordinating its long-range plan with those of other agencies was mentioned by other participants as well. For example, a plan is in place that shows the location of and identifies the protection measures needed for historic resources in the state. In the past, these historic resources have been negatively impacted by highway construction projects because UDOT has not coordinated closely enough with the State Historic Preservation Office by using its historic/cultural resources management plans. Other similar concerns were expressed by those who manage wildlife habitat, wildlife migration corridors, wetlands, and scenic corridors.

One other general suggestion concerning the long-term transportation planning process was that UDOT should give high priority to extensive internal and external review of the draft plan and allow enough time for effective review to occur. Participants said UDOT should be certain to circulate the draft plan among those key stakeholders and interest groups identified earlier in the planning process as well as make a concerted effort to bring the draft plan to the attention of the general public. Some people suggested UDOT

might want to post the long-range plan on its website with a feedback mechanism to allow Internet comments to be submitted. Then, UDOT needed to be prepared to take the feedback seriously in revising the draft plan and explain whether or not, and in what ways, it used the feedback it received.

Several other suggestions about the long-range planning process were more specific in nature. One person from within UDOT talked about the need for coordination between the centralized and regional planning efforts of UDOT. This person cited the fact that local people, who were used to dealing with the regional offices of UDOT, were confused about the separate public outreach efforts that the central office of UDOT was doing for the statewide, long-range plan. He thought public input should be filtered through local governments, who would then work with the regional offices of UDOT to provide input for the statewide planning process.

Another specific suggestion about the long-range planning process had to do with information gathering and sharing. Many participants felt UDOT needed to make a greater effort to gather information applicable to transportation from the various government long-range plans already in place, especially from ones that have already incorporated public input and review. Examples of such plans are those produced by other state agencies, federal land management and regulatory agencies, Native American tribes, and cities and counties throughout the state. In addition, those participants who thought UDOT needed to be more proactive, rather than reactive, to changes that directly and indirectly affect transportation in Utah suggested that UDOT find and utilize more information that would help it predict change. The area of change mentioned most often was population growth and the development supporting it. Internal UDOT expertise should then be relied upon to interpret how that information could be used for better, more strategic transportation planning. Examples of agencies that could provide good information on population growth trends include the Governor's Quality Growth Commission, Envision Utah, or the Growth Prediction Office of the U.S. Census Bureau.

Some people suggested that UDOT review what other states are doing in terms of transportation planning to find good ideas that might work in Utah. The way that Minnesota and Georgia allow buses to use emergency lanes when traffic is backed up was raised as an example of how to facilitate public transportation even when money is not available to build dedicated bus lanes on some highways. In regards to looking for good ideas, one of the commissioners said,

“It’s also important to look at what other states are doing and what solutions they’ve developed. For example, AASHTO (American Association of State Highway and Transportation Officials) and their subsidiary, WSTO (Western States Transportation Officials) are groups we compare notes with. Last year, we met in Texas and they have a big plan for building a huge transportation system. They’ve dedicated one set of rails for goods and another for people. They’re also putting in a separate highway for trucks only. Now, they have much bigger cities than we have, but it’s good to look at what others are doing and how they are trying to solve their transportation problems.”

Similarly, another person thought the key to educating Utah's citizens about intermodal transportation options was to use real examples from other places. This person advocated "bringing in examples of other cities where it works, showing films, pictures, testimonials. . . . Those kinds of things will help a lot. Modeling a city after another city will often help a lot. Salt Lake City tried to emulate San Francisco and it had a huge influence. So, [we could] try to model ourselves after mass transit cities in Germany or Sweden."

One other specific suggestion about the process of developing the long-range plan was to solicit UDOT employee input and not make the long-range plan just an activity of the Planning Division. Many internal and a few external participants mentioned the need for UDOT to involve more of its employees at different organizational levels and with diverse expertise in the preparation of the plan, and then to keep them involved in the periodic reviews and possible modifications of the plan. Some UDOT employees indicated they felt left out of the long-range planning process but thought they had valuable input that would make the plan more effective. In talking about incorporating their expertise, one UDOT employee said: "And the quote here is, 'True greatness consists of being great in little things.' And I think sometimes upper management . . . coming up with some big idea usually will fail if they don't include the people who are down doing the work." Examples of employees who participants said should be, but are often not, included in the planning effort were the regional public involvement coordinators, maintenance personnel, and those at the technical level who have specific knowledge related to the longevity or maintenance requirements of road surface types or various forms of equipment. Participants suggested UDOT should develop a strategy to use innovative methods to get and keep employees involved in the long-range plan, similar to those used with the general public.

In sum, many participants addressed the importance of the process for developing the long-range transportation plan. They pointed out the need for UDOT to allow adequate time for the planning process in order to gather information from diverse groups and organizations, establish good inter-agency coordination and effective public involvement, and ensure the draft plan is properly reviewed. Participants generally agreed that if the process of developing the plan is complete, thorough, and legitimate, it would add credence and validity to the plan itself.

### ***III. F. 2. Content of the Plan***

In terms of the content of UDOT's statewide, long-range transportation plan, people talked about their overall vision of the plan, the framework that it should provide for thinking about transportation needs, and some of the specific issues that the plan should address.

#### ***Vision of the Plan***

Some people view UDOT's long-range transportation plan as the document that will start to chart a new future for transportation in Utah. They hope it will promote the paradigm shift toward a more intermodal transportation system through policies, goals, and an investment strategy that will make that happen. Some people with this vision of the plan see it as part of an overall effort to connect land-use, natural resource, community, and transportation planning to create more sustainable communities. One participant said the plan should be more "expansive" and include "touchy-feely" issues like community values and the connection between quality-of-life concerns and transportation, while his colleague said it should talk about transitioning toward alternative fuels and new technologies that will help with energy conservation and air quality. In this regard, some participants recommended that the plan include specific goals such as reducing VMD and specific strategies for meeting the needs of special user groups who are not well served by the present transportation system.

Another, perhaps more focused view of the long-range transportation plan is that it is a document that will provide a master list of projects that are needed over the next twenty years, and more information on their prioritization, timing, nature, and cost. One of the commissioners said the plan would be useful, "to help us formulate the STIP, and to help us anticipate needs better. This would help us put more projects into the necessary channels earlier so we don't have to back up and retrace our tracks." Several people pointed out that it would be important to balance two separate aspects of such a project list: the "preservation plan" (identifying maintenance, improvement, or reconstruction projects for the existing infrastructure); and, the "capacity plan" (projects that would expand the capacity of the system). Most people said safety was an element that needed to be built into all of the projects, as illustrated by this quote: "Well, in that plan I would hope that they would cover the safety issues. Safety has to be one of the foremost challenges for UDOT to make sure that the projects deal with various aspects of safety across the system."

From the perspective of most people within UDOT, a long-range plan has several benefits. In general, the plan would help the agency to manage its resources and employees more efficiently. The agency could better identify and prioritize long-term maintenance needs and larger-scale construction projects, beyond those normally identified in the current three- to five-year planning horizon of the STIP. Related to this is the idea that the agency would better be able to plan for equipment needs over the years to facilitate predicted maintenance requirements. Identifying training needed for current employees to enable them to perform better in such areas as public involvement, which will become increasingly important in the future, was another frequent response. Also seen as a benefit of a long-range plan was being better able to stipulate qualifications for new employees in order for them to deal with changes occurring in the state, such as accelerating population growth, that can have far-reaching impacts on transportation planning. Finally, developing innovative ways to get new kinds of funding, with more flexibility as to how it can be spent to meet changing transportation needs, and supplementing funding received through traditional channels and spent in traditional ways, were also mentioned.

### *Framework for Thinking About Transportation Needs*

Many participants did not have a clear vision of the content of the long-range transportation plan. Nevertheless, they were able to articulate what they thought the plan should do in terms of providing a framework for decision-making in transportation planning. In this regard, they referred to the plan as providing a “blueprint,” “guidelines,” “roadmap,” or “direction” for addressing Utah’s transportation problems. They think it should be reflective of the transportation needs, tell people what they should be focusing on, provide a rationale for decisions, and lay out possible strategies for addressing transportation problems. They want the plan to help Utah get out in front of the challenges that it faces in transportation planning.

Some participants are looking to the plan for solutions to transportation problems. In answer to the question about what should be in the plan, one of the commissioners articulated this view:

“There ought to be solutions within that plan to solve, as best we can, our most immediate and pressing transportation needs throughout this state. There needs to be solutions and answers to the problems that have been identified and that we’re aware of. Having said that, it will take a number of different types of solutions, different components to the solutions. We have to make sure we coordinate with the various interests that will bring those solutions to the table. We don’t want to be so turf-oriented or so narrow in our perspective that we can’t look at what’s the best interest and the long-term goals and solutions for the system of our state. We don’t want to forget who we serve and who we’re working for and what we’re trying to solve here. We’re not trying to protect the agency. I don’t think we should worry about trying to protect the agency’s future or whatever. We have to look beyond that and look for what’s really right for our citizens when we try to solve [transportation problems].”

Other participants see the long-range transportation plan as a document that could be used to guide discussions about transportation planning and that might lay out various choices and trade-offs that the public needs to make. One person stated it this way:

“Some of the things that I think would be different for UDOT to do would be to educate the public about transportation options instead of like...being reactive. Try to go out there and lay out options for people and say, ‘This leads to this, but you can choose this and it leads to another future.’ And, ‘Where do you want to lead to?’ ‘What is your grand plan?’ So that they can work in concert with these folks instead of just reacting to whatever happens.”

Recognizing that future needs are hard to predict and that the long-range plan needs to be flexible enough to respond to change, quite a few participants thought the plan should lay out criteria and strategies by which transportation decisions would be made. In particular, establishing criteria for how to prioritize projects was mentioned. People thought this was necessary to mediate the influence of politics in planning, but also to



coordinate long-term strategic considerations with the need for more short-term responsiveness to change. Some participants mentioned that the plan should lay out strategies for establishing better relationships and for coordinating planning efforts with other entities in the state involved in transportation planning. They also thought strategies for staying connected with key transportation stakeholders and the general public were important to include. In these senses, the statewide long-range transportation plan would incorporate more explicit goals and objectives for how UDOT intends to engage in the on-going task of transportation planning.

### *Specific Issues the Long-Range Plan Should Address*

Participants offered some suggestions on specific issues they thought the long-range plan should address. These issues included corridor preservation, project prioritization, project sequencing, air quality, transportation funding, and a variety of issues related to the interface of transportation planning with other types of planning.

#### *Corridor Preservation:*

Corridor preservation was the specific issue that came up most often, especially among those in the transportation community. From a planning point of view, it is critical that corridor preservation be dealt with in advance of development pressures, thus making it an important, long-range planning issue. Many participants advocated that the long-range plan needs to lay out strategies for corridor preservation, but they also noted that this is a very tough planning issue because of a combination of legal difficulties involving the interface with NEPA, coordination with local governments that control land-use planning, and limitations on current funding that make it hard to get out ahead of the issue.

Excerpts from interviews with two participants external to UDOT illustrate the importance and also the difficulties of the corridor preservation issue. The first is from someone in another transportation agency who, in response to a question about what needed to be included in UDOT's long-range plan, said:

“Well, it would be great for UDOT to have a corridor plan and particularly in their case... UDOT should aggressively pursue advanced right-of-way preservation. That is a big issue, especially for UDOT. I started my career as a transportation planner 30 years ago... I was a highway planner... We always had great plans, but the plans required the preservation of right-of-ways. And, they required the cooperation of local government to do that, and almost a total reliance on the intelligence and goodwill of local government. The problem was that, even though we had a great plan, local governments were often at different levels of sophistication. Sometimes they could preserve and protect right-of-ways and sometimes they simply couldn't. They didn't have the policy mechanisms to do it because they were too small, and many opportunities were lost because right-of-ways that had been set aside in the plan were encroached upon. So, one of the big issues for UDOT is the advanced preservation of right-of-ways. It flies in the face, a little bit, of the NEPA environmental rules because it's hard to go

out and preserve right-of-ways when you are supposed to maintain a certain objectivity, in that [process], about what you are going to do in a corridor. The two things don't go very well together."

In response to the same question, another person, who has worked with UDOT on long-term planning in order to help the department identify transportation corridors that avoid significant impacts to wildlife, commented:

"But there is a huge jump in the UDOT planning process between long-range and a project about to go. How and when and how frequently the resource agencies can and should interface between those two ends of the spectrum and timing is an area that needs further discussion and work. What we found with the North Corridor Study, for example, was that we could identify early on important resources and, you know, preferences, and UDOT was willing to listen to those, the communities less so. But because there was no funding and no real decision mechanism, the cities and counties were not willing to zone right-of-ways. And of course, if you did zone a right-of-way, this is occurring before NEPA and so there's a decision there that hasn't had public involvement. And yet, if you don't save a right-of-way, you end up with bigger problems. At the other end of the spectrum, when the project is almost done or when right-of-ways have been bought which occurred some place in between, by the time we get to a project near the construction phase, when it is undergoing NEPA, the options have all been foreclosed, the route has been chosen, and often the right-of-way has been purchased, and so the options are very reduced and limited."

#### *Project Prioritization:*

Quite a few participants talked about the need to prioritize projects in such a way that the long-range plan could be implemented within foreseeable budget constraints. Most people involved in transportation planning admitted there will never be enough money to meet all of the transportation needs that have been identified. One official noted:

"It's not a wish list... because the needs are tremendous but the resources are not, and the plan really identifies what we can afford to do. Here's the prioritized top 20% or 30%, and this is what goes in the plan. The other 70% we're not going to put out. If we do, we've got to do some horse trading and kick one out and put one in so that we don't exceed that cap... It's a tool for prioritization with expenditure in mind."

Many participants said the long-range plan should include the strategy or rationale UDOT is using to prioritize projects and then include a list of prioritized projects for the next 20 years in the plan. One person referred to the long-range plan as "the top of the filter for prioritizing project plans." Criteria that participants suggested using to prioritize projects include safety concerns, how well a project meets current and anticipated transportation needs, the scope of the project, and consideration of financial constraints related to the project. With all of these considerations being equal, some participants suggest that, first, attention should be paid to maintenance of the existing system over new capacity.

Particular attention should be paid to how well short-term plans, with funding in place, correlate to the long-range plan. In other words, some participants feel that the long-range plan should include projects identified and funded in short-term plans as well as the longer term maintenance and larger scale construction projects. Several participants suggested that the Context Sensitive Solutions (CSS) approach to individual projects be expanded to fit into the strategy for prioritizing projects in the long-range plan. They felt that this approach is the best guidance UDOT could adopt in all of its dealings by considering if the project in question addresses the transportation needs of a specific community, would be an asset to that community, and is sensitive to and compatible with the natural and built environment surrounding it.

Participants were aware that future events might create the need for flexibility in the prioritization of projects, especially when it comes to long-term maintenance or large-scale construction projects. A specific example that was mentioned is the access road into the Eagle Mountain development, which will be inadequate to handle the anticipated traffic once the development is completed. This road is not currently on UDOT's three-year to five-year planning horizon. Many participants felt a change in the safety aspect of a highway, such as is the current situation with Highway 6 between Spanish Fork and Price, should qualify that highway for more immediate attention, moving it up in priority in the long-range plan. Preservation or enhancement of community amenities is another reason several participants felt could be used to justify a change in the priority of projects identified in the long-range plan. An example given was the increasing need to provide a truck bypass around the community of Moab, even though no project is yet in the planning stages.

#### *Project Sequencing:*

Several participants said the long-range plan should include a strategy that ensures better timing and sequencing of events required in support of both short-term and long-term projects. Participants felt that this would allow UDOT enough time to "do things right." This would apply to new construction, involving such things as corridor identification and acquisition, environmental and social impact analysis, mitigation measures, public involvement, and the other aspects of good planning. It would also apply to maintenance projects where, for example, a major concern should be adhering to the Americans with Disabilities Act.

#### *Air Quality:*

Several people said the long-range plan needs to address air quality issues. More specifically, the plan needs to show the amount of pollution that can be emitted from Utah's stationary and mobile sources and still allow the state to stay within federal guidelines. Balancing of where pollution comes from is done in a conformity trade-off analysis, which needs to be analyzed in partnership with the Division of Air Quality. While air pollution is a big issue for MPOs because they do transportation planning for the urbanized areas, UDOT needs to look at this issue on a statewide basis. Several participants were convinced that air pollution would be the single biggest factor affecting transportation planning, as well as growth, in the future.

#### *Transportation Funding:*

Given all of the transportation needs that people foresee, particularly as Utah moves towards a more intermodal system, one of the big questions participants raised was how Utahns were going to pay for future transportation needs. In relation to this, participants thought UDOT needs to pay particular attention to the long-range plans of other transportation providers and how those plans coordinate with UDOT's proposed long-range plan. They also said UDOT needs to pay close attention to the role alternative forms of transportation can play in meeting transportation needs for all citizens of the state. The department needs to take whatever steps necessary to gain more flexibility in how it can spend funds received from the federal level, e.g. pass through from the Federal Highway Administration (FHA), in order to support these alternate forms of transportation. UDOT should also indicate in the plan how it intends to develop or pursue new and innovative forms of funding. One example mentioned by several participants involved UDOT putting in place the mechanism to accept funds from developers for projects that have not been prioritized in statewide public planning processes and for improvements such as bicycle lanes and walking paths within and accessing their developments.

#### *Other Specific Transportation Issues:*

Participants commented on a variety of other issues that they thought should be included in the plan. One person talked about the importance of integrating open space, viewsheds, and public-land access considerations into transportation planning because of their relationship to quality-of-life concerns and defining community landscapes. Several people talked about having the plan identify wildlife migration corridors, sensitive species and habitats, and important water quality and watershed conditions that transportation planners needed to take into account. Another issue mentioned was the need for explicit analysis of environmental justice concerns and of the connections between planning in the areas of transportation, low-income housing, and job creation in cities. The specific needs of various areas were mentioned, such as the need to look ahead to having a freeway or another major transportation corridor through Cache Valley.

### ***III. F. 3. Anticipated Outcomes of the Plan***

Participants anticipated several different outcomes of the long-range plan. In general, they perceived that it has the potential to be a useful guide to transportation decision making in Utah over the next 20 years, especially if it is built on public involvement, fairly incorporates people's concerns, and is given some kind of "official existence" through having the Transportation Commission vote on it. Some people pointed out that a 20-year statewide plan serves as a tool to encourage citizens to think more strategically about the state's future transportation system and to engage them earlier in transportation project planning.

One aspect of the long-range plan that many participants mentioned specifically in the context of the difficulty of predicting development is the need for flexibility and adaptability over the life of the plan. Several participants used the term "dynamic" when describing the ideal long-range transportation plan. They thought UDOT should have as

part of the plan an internal monitoring and evaluation strategy for the plan. In addition, they thought it would be desirable for UDOT to have periodic external reviews of the long-range plan. These internal and external reviews would be aimed at giving UDOT the ability to adapt and change aspects of the plan as needed, so it would continue to be an effective document for guiding transportation decisions. This periodic review would accomplish two things. First, it would give the plan the “dynamic” quality most participants favor. Second, it would reduce the need for major changes in preparing the next major plan in 20 years.

#### ***IV. SUMMARY AND CONCLUSIONS***

In Phase II of the 2003 UDOT Benchmark Study, the research team conducted semi-structured, face-to-face interviews and focus group sessions with people inside UDOT (17 interviews; 4 focus groups) and external to the organization (14 interviews; 5 focus groups). The participants were key stakeholders identified in collaboration with UDOT staff, and were selected to supplement the stakeholder group outreach effort. A total of 98 participants were involved in these sessions. Internal participants included Utah Transportation Commissioners, as well as UDOT administrators, public information coordinators, and regional maintenance staff. External participants included regional transportation and planning organization directors, natural resource and environmental agency staff, and representatives of four special interest groups. These information gathering sessions focused on questions pertaining to transportation planning, the long-range transportation plan, UDOT's image, the role of other entities in transportation planning, and UDOT's organizational structure and effectiveness. Six major themes emerged from these data.

Addressing the *challenges involved in comprehensive and innovative transportation planning* is the first major theme. The challenges are related, in part, to the Utah context, which is characterized by rapid growth, changing and diversifying transportation demands, greater public expectations for system-wide and intermodal solutions, and legal requirements for meeting environmental and social justice concerns. The rapidly changing context within which transportation planning occurs makes the predictions necessary for long-term planning difficult, which led many people to comment on the need for flexibility in the planning process so it can be responsive and adapt to unexpected changes. Other elements that make transportation planning difficult have to do with jurisdictional and decision-making separation between land-use planning and transportation planning, and between the different private and public sector entities involved in transportation planning. Many people discussed frustrations involved in trying to protect transportation corridors to meet future needs only to have development occur in ways they had not anticipated due to lack of coordination between people involved in zoning, land-use permitting, and infrastructure development. In particular, UDOT and other transportation planners are often caught off guard by local land-use decisions that have tremendous implications for transportation planning, especially when subdivisions or commercial development occur before roads and infrastructure are in place. The need for better coordination and information sharing between different transportation entities, especially UDOT, MPOs, UTA, cities, and counties, was commented on frequently, and the lack of these connections was seen as having to do with different organizational cultures, legislative mandates, funding sources, and past conflicts related to turf battles or personality issues. The interface between public and private sectors was described as problematic because land development is often driven by market factors and powerful private interests that can exert political influence with local officials and undermine longer term comprehensive planning efforts. The last relevant issue discussed is the need for a paradigm shift in thinking about transportation issues to meet future needs, which includes good transit alternatives and changing attitudes and behaviors of the general public.

The second major theme has to do with *coordination and leadership in transportation planning and partnerships*. Given the challenges previously mentioned, coordination of transportation providers was recognized as the most critical element for providing a transportation system that integrates various forms of transportation, services the needs of diverse users and stakeholders, and uses limited resources efficiently and equitably. Opinions varied on how this coordination should be facilitated and who should exercise leadership. Most people thought UDOT was a key player, some people suggested UDOT should be the leader, others thought another state agency should take on that function, and a few people thought UDOT's powers should be expanded (funding flexibility, zoning power, assuming functions of other entities). However, most people were cautious about centralizing transportation planning and preferred that various functions remain decentralized because this was perceived as the way to best stay in touch with local needs. People thought UDOT's coordination role could be achieved through better communication, partnership arrangements, cost sharing agreements, and the like.

*Engaging the public in transportation planning* was the third main theme. People said that public input into transportation planning needs to be early, frequent, representative, and taken seriously. To engage citizens more effectively, their input needs to be solicited in ways that facilitate two-way communication, provide real opportunity to influence decisions, and are inclusive of all concerned stakeholders. Specific suggestions (some of which UDOT is implementing) included: use of different types of public forums (e.g., small group workshops and stakeholder focus groups instead of formal hearings); UDOT staff participating in meetings held by other groups; greater use of new technologies and electronic forms of communication (especially the Internet); and, being more proactive in contacting the general public and soliciting people's opinions (surveys; door-to-door visits; extending personal invitations). Some differences between internal and external participants surfaced. Participants internal to UDOT said it is hard to get the public involved, especially in planning because of the long time horizons, but noted that people tend to be more concerned and involved at the project level, particularly when projects affect them directly or immediately. Many of them believe public involvement is important, necessary, and helpful, but internal confidence in the public involvement process needs to be developed because some people within UDOT think it gives unfair voice to vocal minorities. Participants external to UDOT were critical, skeptical, or cautiously optimistic about UDOT's public involvement efforts. Some of them commented that UDOT often ignores their input or structures public involvement to avoid conflict. They also noted that the current engineering culture can serve as a barrier to effective public involvement. Interestingly, while both internal and external respondents thought public involvement was important for educational purposes, they differed on who they thought needed to be educated and the focus of the educational information. Internal participants thought the public and state legislature needed to be educated about challenges the department confronts; external participants thought UDOT needed to be educated about the needs of various constituencies and more innovative ways to do things.

The fourth main theme relates to *UDOT's public image and its relationships with other entities*. The overall impression participants gave was of improvement in these areas. Many people said UDOT is making positive changes by implementing new thinking and creating a different atmosphere internally and by exhibiting a greater openness and sensitivity externally. These changes were attributed, in part, to hiring public involvement coordinators, the Olympic experience, and the Context Sensitive Solutions initiative. Others were less positive about the perceived changes in UDOT's public image, and gave credit for these changes to lawsuits and scrutiny from the courts and Federal Highway Administration. Some respondents discussed their concern with the UDOT contractors, stating they found them difficult to work with, and there was a perception contractors were interested only in constructing projects without concern for longer term maintenance and planning issues, or compliance with pertinent federal laws such as the ADA or NEPA. Suggestions on ways to continue fostering positive relationships with other entities included: more information sharing; consistent follow-through by UDOT employees; following both the letter and spirit of pertinent federal laws; and, open and honest communication. While positive change was lauded, UDOT must still deal with its long history of being perceived by others as an "engineer-dominated organization" focused solely on road-building and characterized by a "narrow, expert-oriented perspective." Some participants still perceive UDOT as a highways department and noted it will be hard for it to evolve organizationally and incorporate intermodal perspectives. Significant differences in the views of external participants working with state and federal agencies and those of special interest groups (such as persons with disabilities, bicyclists, environmentalists, and low income citizens) were found. Participants from state and federal agencies had a much better image of UDOT and their current relationship with UDOT personnel. Special interest groups remain suspicious of UDOT's motives and they do not feel they are able to have a trusting, effective relationship with UDOT.

*An assessment of UDOT as an organization* was the fifth main theme. People internal to UDOT said positive changes had occurred in the department's structure and functioning, but noted there is still a need for more internal integration, effective and timely communication, and balance between centralization and decentralization. In particular, some of them thought that the Planning Division needed to be better integrated with other divisions, that the construction and maintenance portions of the department needed to work more closely together, and that regional and the state offices needed to coordinate but regional offices should be the main liaisons with local entities because they better understand local needs. Most internal participants were well aware of their own history, of how UDOT is perceived by people outside the department (as noted above), and of the internal changes that are occurring. They often commented that change will not be easy or fast because it involves a deeply ingrained agency culture that has generational aspects to it. The new leadership in UDOT is generally perceived quite positively and thought to have the capability to institute change and to tackle many of the department's challenges. The main challenges the department faces relate to the highway system reaching capacity, maintaining existing infrastructure while growing the system, being stretched thin financially and in terms of employee responsibilities and work loads, and losing well-trained employees to the private sector. Issues of concern to employees had to do



with the fairness of status and pay differentials for construction versus maintenance work and for training and advancement related to academic training versus the acquisition and enhancement of practical, job-related skills. UDOT employees expressed great pride in their work and frustration with the inadequate time and money that sometimes limits their capabilities.

The sixth and last main theme has to do with the specific needs of the statewide *long-range transportation plan*. Many people felt the process used to develop the plan was as important as the content of the plan itself. Most participants viewed the plan as a document that could provide strategic direction but that needed to be flexible over time with frequent reviews and updates. Participants thought the plan should pay close attention to the role of alternative forms of transportation, should take into account land-use and transportation planning perspectives, and should integrate with the planning efforts undertaken by other transportation providers and by land and resource management agencies. In particular, integrating UDOT, UTA, and MPO plans was mentioned quite often, as was the need to correlate long-term planning with the need for short-term flexibility. The sequencing of corridor acquisition, environmental impact assessments, and NEPA analyses were noted as other important issues that needed to be addressed. Increasing the use of innovative transportation planning programs (e.g., the Corridor Preservation Program) was noted by participants with regional planning responsibilities.

***APPENDIX A:***  
***Interview and Focus Group Protocols***

## UDOT Project - Questions for *Internal Interviews*

**A. Introduction...** *I would like to thank you for taking the time to do this interview with me. I would also like to assure you that all information you share with me today will be kept in strict confidence, and your name will never be used during the analysis or documentation of the results of these interviews. Before we begin, do you have any questions about the interview process?*

1. To start, could you tell me what your role is within UDOT?

**B. UDOT's Image and Role of Other Groups...** *My first set of questions are very general and their purpose is to get your thoughts on the current mission of UDOT, the role other organizations play in Utah's transportation system, and what you think UDOT needs to do in the future.*

1. What, in general, do you think is the mission or job of UDOT?
2. Describe the formal responsibilities other organizations outside of UDOT have in transportation planning.
  - 2a. What do you see as UTA's formal role in transportation planning?- *This is only applicable in Regions 1,2, and 3*
  - 2b. What do you see as the role of city and county governments?
  - 2c. What do you see as the role of the Metropolitan Planning Organizations?
3. One of UDOT's stated goals is to move from the role of being simply a "Highway Department" to a more comprehensive role as the coordinator of all transportation systems in the state of Utah. Do you think this is a realistic goal?
  - 3a. (If no) - Why not?
  - 3b. (If yes) - What would you recommend they do to meet this goal?

**C. Transportation Planning and the LRTP...** *This next set of questions deals with long range planning for Utah's future transportation needs, how UDOT can best meet those needs, and the role other groups may play in that process.*

1. In what ways do you think the transportation needs of the state are changing [in your region]?
  - 1a. Describe the role you see UDOT playing in meeting Utah's future transportation needs.

- 1b. What types of problems do you think UDOT faces in planning or implementing future projects?
2. Public participation is part of the planning and project decision-making process. What do you see as some of the challenges UDOT faces when implementing effective public participation?
  - 2a. Describe the ways in which UDOT coordinates its activities with other agencies involved in transportation planning and give your evaluation of that coordination.
  - 2b. What relationship, if any, do you see between UTA and UDOT in meeting Utah's future transportation needs? - *This is only applicable in Regions 1,2, and 3*
  - 2c. Describe ways in which UDOT works with the public and special stakeholder groups. How well do you think this is going?
3. As you are probably aware, UDOT is involved in developing a long-range transportation plan for the state. What do you think needs to be included in this plan?
  - 3a. In what ways would the plan be most useful to you?

**D. UDOT as an Organization...** *My last set of questions focuses on the organizational structure of UDOT and what you, as an employee of UDOT, think are some of the strengths and weaknesses of the organization.*

1. In what ways is UDOT particularly effective as an organization?  
(Probe: What makes you particularly proud to work for UDOT?)
2. Are there things that UDOT could do differently that might increase its effectiveness?
3. Evaluate the way that UDOT is currently structured and how it functions as an organization. By that I mean, describe for me what you see as some of UDOT's main characteristics of the agency.
4. UDOT is in the process of trying to make some significant changes, which is often difficult for large organizations. What recommendations would you offer UDOT to help institute change in a way that would be most helpful for the agency?

## **UDOT Project - Questions for *Internal Focus Groups***

**A. *UDOT's Image and Role of Other Groups*** (30 Minutes)... *In this first set of questions we would like you to spend about thirty minutes discussing your thoughts on the current mission of UDOT, the role other organizations play in Utah's transportation system, and any thoughts you might have on UDOT's effectiveness as an organization.*

1. What, in general, do you think is the mission or primary job of UDOT?
2. Describe the formal responsibilities other organizations outside of UDOT have in transportation planning.

(Probe: What do you see as UTA's formal role in transportation planning? - *This is only applicable in Regions 1, 2, and 3*)

(Probe: What do you see as the role of city and county governments?)

(Probe: What do you see as the role of the Metropolitan Planning Organizations?)

3. One of UDOT's stated goals is to move from the role of being simply a "Highway Department" to a more comprehensive role as the coordinator of all transportation systems in the state of Utah. Do you think this is a realistic goal?

3a. (*If no*) - Why not?

3a. (*If yes*) - What would you recommend they do to meet this goal?

**B. *Transportation Planning and the LRTP***. (60 Minutes)... *In this next section we would like you to focus more on UDOT's planning process and its relationships with other groups involved in transportation planning.*

1. In what ways do you think the transportation needs of the state are changing [in your region]?

(Probe: Describe the role you see UDOT playing in meeting Utah's future transportation needs.)

(Probe: What types of dilemmas (problems, barriers) do you think UDOT faces in planning for future projects?)

2. Public participation is part of the planning and project decision-making process. What do you see as some of the challenges UDOT faces in trying to implement effective public participation?

(Probe: Describe the ways in which UDOT coordinates its activities with other agencies involved in transportation planning and give your evaluation of that coordination.)

(Probe: What relationship, if any, do you see between UTA and UDOT in meeting Utah's future transportation needs?)

(Probe: Describe the ways in which UDOT works with the public and special stakeholder groups. How well do you think this is going?)

3. As you are probably aware, UDOT is involved in developing a long-range transportation plan for the state. What do you think needs to be included in this plan?

(Probe: In what ways would the plan be most useful to you?)

**C. UDOT as an Organization** (30 Minutes)... *We'd like to spend the last part of this meeting discussing the organizational structure of UDOT and what you think are some of their greatest strengths and weaknesses.*

1. In what ways is UDOT particularly effective as an organization?

(Probe: What makes you particularly proud to work for this organization?)

2. Are there things that UDOT could do differently that might increase its effectiveness?

(Probe: Evaluate the way that UDOT is currently structured and how it functions.)

(Probe: UDOT is in the process of trying to make some significant changes, which is often difficult for large organizations. What recommendations would you offer UDOT to help institute change in a way that would be most helpful for the agency?)

## **UDOT Project - Questions for *External Interviews***

*A. **Introduction...** I would like to thank you for taking the time to do this interview with me. I would also like to assure you that all information you share with me today will be kept in strict confidence, and your name will never be used during the analysis or documentation of the results of these interviews. Before we begin, do you have any questions about the interview process?*

1. To start, could you tell me what your role is within (name of organization)?

*B. **UDOT's Image and Relationships with Other Groups...** This first set of questions is very general. Their purpose is to get your thoughts on the current mission of UDOT, and to understand the relationship, if there is one, between UDOT and (name organization).*

1. What, in general, do you think is the mission or job of UDOT?
2. How would you characterize the current relationship between (name of organization) and UDOT?

*If the respondent states there is a relationship, ask...*

- 2a. What do you think are the most beneficial aspects of that relationship for your organization and UDOT?
- 2b. What do you think are areas of the relationship that could be improved?

*If the respondent states there is no relationship, ask...*

- 2c. Do you see the potential for a partnership between (name of organization) and UDOT?
- 2d. What conditions do you think would be necessary to make the partnership successful?

*C. **Transportation Planning and the LRTP...** This last set of questions deals with long range planning for Utah's future transportation needs and ways in which UDOT can help meet those needs.*

1. As you are probably aware, UDOT is involved in developing a long-range transportation plan for the state. What do you think needs to be included in this plan?
  - 1a. What are the changing needs of the state (your group)?
  - 1b. In what ways would the plan be most useful to you?

2. Public participation is part of the planning and project decision-making process. What do you see as some of the challenges UDOT faces in trying to implement effective public participation?
  - 2a. What have been your past experiences in dealing with UDOT?
  - 2b. *[If the respondent mentions problems then ask...]* How could UDOT address the problems you mentioned?
3. One of UDOT's stated goals is to move from the role of being simply a "Highway Department" to a more comprehensive role as the coordinator of all transportation systems in the state of Utah. Do you think this is a realistic goal?
  - 3a. *(If no)* - Why not?
  - 3a. *(If yes)* - What would you recommend they do to meet this goal?



## **UDOT Project - Questions for *External Focus Groups***

### **A. *Introduction and introductions.***

1. Tell me about your group and your group's general interest in transportation issues.

**B. *UDOT's Image and Role of Other Groups*** (60 Minutes)... *In this first set of questions we would like you to spend about thirty minutes discussing your thoughts on the role of UDOT and the responsibility other organizations have in meeting the transportation needs of the state of Utah.*

1. What are your expectations in regards to UDOT's mission or job?
2. Have you (or your organization) been involved in transportation planning in the past?

2a. If yes, how?

3. How would you characterize the current relationship between your organization(s) and UDOT?

(Probe: What do you think are the most beneficial aspects of that relationship for your organization(s) and for UDOT?)

(Probe: [*If they mention problems...*] What do you think could be done to improve the relationship?)

(Probe: Do you see the potential for a partnership (or increasing the partnership potential) between UDOT and (name of organization)?)

(Probe: What conditions do you think would be necessary to make the partnership successful?)

**C. *Transportation Planning and the LRTP...*** (60 Minutes) *This last set of questions deals with long range planning for Utah's future transportation needs and ways UDOT could meet those needs.*

1. As you are probably aware, UDOT is involved in developing a long-range transportation plan for the state. What do you think needs to be included in this plan?

(Probe: What are the changing needs of the state [your organization] that needs to be addressed in the plan?)

(Probe: In what ways would the plan be most useful to you?)

2. Public participation is part of the planning and project decision-making process. What do you see as some of the challenges UDOT faces in trying to implement effective public participation?

(Probe: What has prevented you from participating in UDOT projects in the past?)

(Probe: What have been your past experiences in dealing with UDOT?)

(Probe: [*If they discuss problems then ask...*] How could UDOT address the problems you mentioned?

(Probe: How do you want to participate in UDOT projects?)

3. One of UDOT's stated goals is to move from the role of being simply a "Highway Department" to a more comprehensive role as the coordinator of all transportation systems in the state of Utah. Do you think this is a realistic goal?

(Probe: *If no* - Why not?)

(Probe: *If yes* - What would you recommend they do to meet this goal?

## ***APPENDIX B:***

### ***List of Interviewees and Participants in Focus Groups***

## **LIST OF INTERVIEWEES AND PARTICIPANTS IN FOCUS GROUPS**

### ***Internal Interviewees:***

Steven Bodily, Transportation Commissioner  
Carlos Braceras, Deputy Director  
Glen Brown, Transportation Commissioner  
Hal Clyde, Transportation Commissioner  
Tracy Conti, Region 3 Director  
Geoff Dupaix, Region 3 Public Involvement Coordinator  
Dal Hawks, Region 4 Director  
Ahmad Jaber, Region 1 Director  
Myron Lee, Region 4 Public Involvement Coordinator  
Jerry Lewis, Transportation Commissioner  
Andy Neff, Region 1 Public Involvement Coordinator  
John Njord, Executive Director  
Randy Park, Region 2 Director  
Evelyn Tuddenham, Region 2 Public Involvement Coordinator  
Kent Warnick, Transportation Commissioner  
Jan Wells, Transportation Commissioner  
Bevan Wilson, Transportation Commissioner

### ***Internal Focus Groups:***

Region 1 Maintenance Focus Group (Ogden) - 8 participants  
Region 2 Maintenance Focus Group (Salt Lake City) - 7 participants  
Region 3 Maintenance Focus Group (Orem) - 9 participants  
Region 4 Maintenance Focus Group (Price) - 15 participants

### ***External Interviewees:***

Jon Callender, Kennecott Land  
Brooks Carter, Army Corps of Engineers  
Chuck Chappel, Wasatch Front Regional Council  
Lowell Elhmer, St. George Metropolitan Planning Organization  
Jim Gass and Jay Aguilar, Cache Metropolitan Planning Organization  
John Inglish, UTA General Manager  
Bill James, Utah Division of Wildlife Resources  
Grace Jensen, Bureau of Land Management  
Lucy Jordan, U.S. Fish and Wildlife Service  
Tom Knowlton, Envision Utah  
Harlan Miller, Federal Highway Administration  
Dan Nelson, Mountainland Metropolitan Planning Organization  
Roger Roper, State Historic Preservation Office  
Chip Sibbernsen, USDA Forest Service

***External Focus Groups:***

Persons with Disabilities Representatives (Salt Lake City) - 8 participants

Bicyclists Representatives (Salt Lake City) - 5 participants

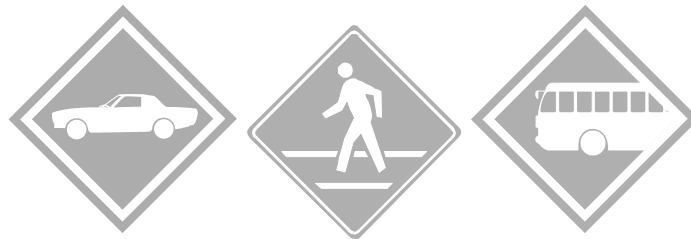
Utah Department of Environmental Quality (Salt Lake City) - 4 participants

Environmental Group Representatives (Salt Lake City) - 4 participants

Low Income Representatives (Salt Lake City) - 7 participants

# **LONG-RANGE TRANSPORTATION PLANNING IN UTAH: EXECUTIVE SUMMARY**

A SYNTHESIS OF FINDINGS AND RECOMMENDATIONS  
FROM PHASE I AND PHASE II OF  
THE 2003 UTAH DEPARTMENT OF TRANSPORTATION  
(UDOT) BENCHMARK STUDY



Institute for Outdoor Recreation and Tourism  
Natural Resource and Environmental Policy Program  
Department of Environment and Society  
Utah State University  
Logan, Utah

# ***Long-Range Transportation Planning in Utah: Executive Summary***

*A Synthesis of Findings and Recommendations  
from Phase I and Phase II of  
the 2003 Utah Department of Transportation (UDOT)  
Benchmark Study*

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**Institute for Outdoor Recreation and Tourism**  
**Natural Resource and Environmental Policy Program**  
**Department of Environment and Society**  
**Utah State University**  
**Logan, Utah**

September 29, 2003

## ***I. Project Overview***

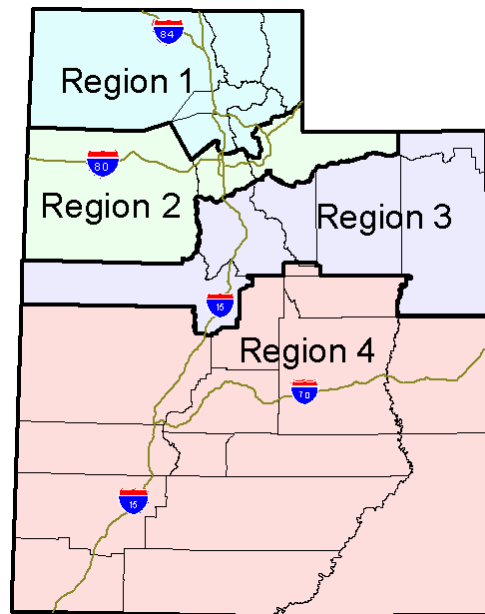
This report presents findings of a two-phase research project conducted by Utah State University (USU) for the Utah Department of Transportation (UDOT). The research is a joint effort of the Institute for Outdoor Recreation and Tourism and the Natural Resource and Environmental Policy Program in the Department of Environment and Society. The purpose of the project is to provide social science data useful in the development of UDOT's statewide 2030 Long-Range Transportation Plan and to provide baseline data for tracking trends over time.

In Phase I of the study we conducted a general population survey of Utah residents. This phase involved administering a 10-minute telephone interview covering five topics: 1) current transportation uses and concerns; 2) future preferences for transportation alternatives; 3) familiarity with UDOT; 4) past involvement in UDOT public participation; and, 5) demographic and stakeholder group characteristics. A total of 2,561 interviews were completed with a response rate of 60%. At the 95% confidence level, results are accurate to +/-2 points for the state and +/-4 points for each UDOT Region. Findings are summarized for the whole state, for each of the four UDOT Maintenance Regions (see Figure 1), and for key demographic, attitudinal, and stakeholder subgroups.

In Phase II we conducted semi-structured, face-to-face interviews and focus group sessions with representatives of 40 stakeholder groups identified in cooperation with UDOT planning staff. This included people inside UDOT (17 interviews; 4 focus groups) and external to the organization (14 interviews; 5 focus groups). A total of 98 participants were involved. *Internal participants* included UDOT Commissioners, administrators, public information coordinators, and regional administrators and maintenance staff. *External participants* included regional transportation and planning organization directors, natural resource and environmental agency staff, and representatives of four key customer groups: persons with disabilities, bicyclists, environmentalists, and advocates for persons with low incomes. Questions in Phase II were designed to solicit input on UDOT's image, public involvement and partnership efforts, the role of external groups and partnerships in transportation planning and decision making, UDOT's organization and culture, and specific long-range planning needs.

Phase I and Phase II were designed to compliment one another since they yielded different types of data. The purpose of Phase II was to provide in-depth, detailed information from people familiar with transportation planning to supplement the broad-based overview assessment from the general public conducted under Phase I. The more easily quantified results from Phase I were analyzed statistically while the more qualitative results from Phase II were analyzed using content analysis of texts from interview and focus group transcripts. Together, these data sources provide valuable insights into the public's and transportation community's views on UDOT and transportation planning in the state.





**Figure 1: State of Utah, UDOT Maintenance Regions.**

## ***II. Results and Recommendations***

This summary integrates the results of both study phases around six key themes that emerged from Phase II. Each section also contains specific recommendations based on stakeholder input (*italicized in the text*), the assessment of the USU research team (bullet items at the end of each section), or both.

### ***II. A. Challenges Involved in Transportation Planning in Utah***

Most Utahns believe transportation is very important for quality of life. The social and political context in which transportation planning and projects occur is complex and changing rapidly. Utah is experiencing rapid growth, urban sprawl, and increasing tourism. Citizens expect both expanded system capacity *and* increased transportation alternatives. The picture is further complicated by the increasing legal requirements for meeting environmental and social justice concerns. Furthermore, people within the transportation community fear that funding levels will not keep pace with the expanded responsibilities, and UDOT will be expected to do more with less in the coming decades.

Based on the results of the Phase I telephone survey, *the general public does not see the need for a major overhaul of the UDOT mission*. Utahns are generally satisfied with the transportation system, highway conditions, and the existing mix of highways versus other types of transportation. Concerns throughout the state primarily involve construction, maintenance, and safety, and in northern Utah, congestion, public transportation, and air pollution were also mentioned. Transportation costs, general environmental quality, accessibility for people with disabilities, and bicycle, pedestrian, and recreation opportunities are important concerns for specific stakeholder groups, but these are secondary concerns of the general public, especially in southern Utah (Region 4). *The special stakeholder concerns should not be discounted*, however. About 7% of Utah

households have at least one family member who has special transportation needs, over 30% of all Utah adults bike or walk for transportation purposes at least once a week, and UDOT must comply with federal legal obligations to address environmental issues and the special needs of certain user groups.

In theory, an interconnected, multi-modal transportation system can be designed to meet the needs of the public and special stakeholder groups, but the challenges to developing and building such a system are profound. Blending statewide needs with local *political and economic realities is perhaps the greatest of the challenges facing UDOT*. The transportation system is a basic infrastructure aspect of land-use planning, and ideally it should be systematically designed before development occurs. This would increase efficiency and available options, and reduce long-term costs and inconvenience for both state and local levels of government. This rarely happens, however. Protecting transportation corridors is fraught with political controversy and economic development pressures. *There is little coordination between state agencies and local entities involved in zoning, land-use permitting, and infrastructure development*. “Turf” battles between UDOT and “sister” transportation and planning agencies are not uncommon. Local and regional officials claim that UDOT is not fully responsive to local needs, and UDOT officials claim they are often caught off guard by local land-use decisions. In the past, cooperation between transportation providers and other governmental, private sector, and non-profit entities has been uneven at best.

### ***Recommendations***

Addressing these challenges will be difficult and perhaps frustrating, and it is apparent there is no “magic bullet.” In general, there needs to be a paradigm shift to create a multi-modal transportation system in Utah. This will require funding and staffing, which may further deplete resources in the short run but should save time and money in the long run. Many of the UDOT leadership changes of the last three years appear to be positive for providing leadership on these issues. Other recommendations include:

- More emphasis should be placed on long-range planning and planning tools that help predict future needs and provide opportunities to share information with other agencies involved in transportation planning, transportation stakeholder groups, and the general public.
- Transportation planning needs to be flexible so it can respond and adapt to unexpected changes resulting from the rapidly changing context within which it occurs. One way this can be accomplished is by increasing the level of cooperation with local zoning and city planning entities and regular participation at relevant meetings. Flexibility can be a “double edged sword” however, and better inter-organizational communication is needed to help increase local level understanding of UDOT’s infrastructural needs and state or region-wide needs in local zoning and planning decisions.

- Greater coordination between transportation planning, land-use planning, and natural resource planning needs to occur. More emphasis can be placed on processes for working together in partnerships with other agencies, local cities and counties, and private organizations.
- Predictability and transparency need to be the hallmark of planning and the administrative procedures related to transportation funding and project decisions.

## ***II. B. Coordination and Leadership in Transportation Planning***

Nearly all of the Phase II participants felt there is a need for an interconnected and multi-modal transportation system in Utah. The coordination of transportation providers was recognized as the most critical element for providing a system that integrates various forms of transportation, meets the needs of diverse users and stakeholders, and uses limited resources efficiently and equitably. Opinions varied, however, on how this coordination should be facilitated and who should exercise leadership. *Regarding leadership, most people said UDOT should be at least a key player.* Some people suggested UDOT should be *the* leader, others thought another (new) state agency should take on this function, and a few people thought UDOT's powers should be expanded by increasing its funding flexibility and zoning power, and having it assume some of the transportation-related functions of other entities.

*Most people, however, especially those outside UDOT, were cautious about centralizing transportation planning and preferred various functions to remain decentralized* because this was perceived as the way to best stay in touch with local needs. But this would *require much better coordination and collaboration among transportation providers and stakeholders.* People thought UDOT's coordination role could be achieved through better communication, partnership arrangements, and cost sharing agreements. A few participants thought coordination could best be achieved with a general Transportation Commission that oversaw all of the transportation agencies, which would remain independent.

In general, UDOT was lauded for recent coordination efforts. Examples cited were the UDOT and Utah Transit Authority's (UTA) collaboration on TRAX and the 2002 Winter Olympics effort, and the Joint Transportation Planning Committee that includes UDOT, UTA, the Wasatch Front Regional Commission, and the Mountainland Association of Governments. However, a few participants cautioned that the sense of cooperation may be slipping, and building and expanding on these recent successes is important.

### ***Recommendations***

Coordinating the various entities involved in developing and operating different parts of Utah's transportation system is the most critical element in meeting future needs and making a paradigm shift toward a multi-modal transportation system. We can only make some general recommendations in this regard:

- UDOT is in an excellent position to exercise leadership of an inter-agency coordination effort because of its resources and state-wide presence, but it must overcome mistrust that still lingers among some customer groups as a result of past actions. This means UDOT must be collaborative in terms of its external relationships with other entities in the transportation community, and major decisions that would affect the current structure of transportation functions should be reached through consensus.
- Conduct a detailed study of other state transportation decision-making processes and organizational structures to provide guidance for designing alternative ways to facilitate coordination between transportation agencies and ways to effectively include public representation in transportation decision-making. An independent group should conduct this study on behalf of all transportation entities in Utah who would jointly define the scope of the review. This would enhance the acceptability and usefulness of the study findings.
- Convene an *ad hoc* committee with equal representation of UDOT, UTA, MPOs, and other regional planning organizations to help identify a common vision of the future transportation system and the organizational and leadership structure needed to accomplish that vision.

## ***II. C. Engaging Citizens in Transportation Planning and Project Implementation***

As an indicator of the importance of transportation in Utah, the phone survey found that 70% of all Utah adults feel they are familiar with UDOT, and almost 22% have participated in public involvement activities related to UDOT. Despite these numbers, UDOT officials told us during Phase II of the project that their biggest public involvement challenge is actually getting people to participate; most meetings attract very few participants or are dominated by a few vocal participants. External participants questioned whether UDOT was sincere in its public involvement efforts, whether it actually uses the results, and whether it tries to avoid controversy. While this was a dominant theme in customer focus groups, the perception is not universal. In the telephone survey, we found two-thirds of public involvement participants were satisfied their input was actually used. Taken together, the results suggest UDOT reaches a lot of people with its outreach efforts, but public participation is sometimes viewed as selective and the effectiveness of UDOT's public involvement is variable. *Getting representative input is a major concern of UDOT personnel, while having a real impact was the major concern of external customers, planners, and resource agency representatives.*

Public involvement recommendations offered during the Phase II meetings were varied but they reflect the published literature. *Public input needs to be early, frequent, representative, and taken seriously. To engage citizens more effectively, their input needs to be solicited in ways that facilitate two-way communication and provide real opportunities to influence decisions. Specific suggestions included: use of multiple methods; use of small, personal types of public forums (e.g., small group meetings and workshops) instead of formal hearings; UDOT staff participating in meetings held by*

*other groups; greater use of new technologies and electronic forms of communication (especially the Internet); and, being more proactive in contacting the general public and soliciting people's opinions (e.g., surveys; door-to-door contact; extending personal invitations to meetings). Most of our personal contacts, both inside and outside the agency, said UDOT has been increasing its public involvement efforts in recent years, but that more effort is needed.*

Most stakeholders, both internal and external to the agency, also thought public involvement was important for educational purposes, but they differed on the reasons for educational efforts. Internal participants thought the public and state legislators needed to be educated about challenges UDOT confronts and the need for funding and political support for its efforts. External participants thought the public needed to be educated in order to provide more enlightened input, and UDOT needed to be educated about the needs of various constituencies and more innovative ways to do things.

During the Phase I telephone survey, public involvement participants who were not satisfied their input was being used gave reasons not just related to the decision *outcomes*, but also to the public involvement *procedures* used. We also found that, in addition to mass media, people would like to receive information about UDOT from newsletters and the Internet, and provide input via mail questionnaires, the Internet, and telephone. Public meetings (the most common form of public involvement) and even personal meetings, ranked quite low as preferred ways to receive and provide information.

### ***Recommendations***

The study participants feel there should be more public involvement, and many of their specific recommendations reflect the literature; public involvement should be early, often, have real impact, etc. Two unique recommendations are that UDOT staff attend meetings of other organizations and be proactive in contacting stakeholder groups about transportation decisions. We also recommend that:

- For planning and project decisions, UDOT should conduct thorough stakeholder analyses, design broad-based public involvement efforts to include the general public, and design more targeted, focused, and on-going public involvement efforts with clearly identified and involved transportation stakeholder groups.
- Greater emphasis should be placed on “shared learning,” where public stakeholders, UDOT staff, and other political entities are exposed to, use, and respond to the opinions and values of each.

- The results reflect the literature on “procedural justice.” Most agencies focus on soliciting ideas or hearing the opinions of the public, but the specific *procedures* used to obtain the input can be even more important. To meet procedural justice concerns, an agency must show it is listening, it must respond to comments and explain how and why specific input was or was not used, and most importantly, *people must feel they were included and treated fairly.*
- Most people are not activists and prefer convenient and often *impersonal* ways to receive information and provide input (e.g., questionnaires and the Internet).
- Since public meetings are often required by law, these results indicate a need to diversify outreach efforts and go beyond the minimum legal requirements or highly stylized (or “cookbook”) approaches to public involvement.
- Taken as a whole, these recommendations suggest public involvement should be iterative, responsive to public input, and tailored to meet the needs of varied constituents. One way to meet these needs is to require in the qualifications of UDOT public information coordinators both interpersonal skills and the ability to work collaboratively with stakeholders, not just “one-way” communication skills, such as writing news releases and brochures or producing informational videos.

## ***II. D. Public Image and UDOT’s Relationships with Other Entities***

*While the general public’s image of UDOT and the state’s transportation system is fairly positive, their perceptions of trust and agency responsiveness are mixed.* The phone survey found that about 70% of Utahns have a “moderate” level of trust in UDOT to develop fair transportation plans, and a similar percentage rated UDOT’s responsiveness to the public as “fair” or “good,” which is not bad but suggests there is room for improvement.

*Most Phase II participants said UDOT’s public image and its relationships with other entities have improved in recent years.* UDOT is implementing new thinking, creating a different atmosphere internally, and exhibiting a greater openness and sensitivity externally. These changes were attributed, in part, to administrative changes, hiring public involvement coordinators, the Olympic experience, and the “Context Sensitive Solutions” initiative. Some external stakeholder group participants were less positive about the perceived changes in UDOT’s image, and gave credit for these changes to lawsuits and scrutiny from the courts and Federal Highway Commission.

During Phase II we also found a number of image concerns the agency needs to address. *UDOT must still deal with its history of being perceived by others as an “engineer-dominated organization”* focused solely on road-building and characterized by a “narrow, expert-oriented perspective.” Some participants, both inside and outside the agency, said UDOT is still perceived as a “highways department” and noted it will be hard for UDOT to evolve organizationally and incorporate multi-modal perspectives. Another image problem we found is most citizens probably do not know the difference

between UDOT and UTA. *Interview participants also noted the quality of external relationships is variable and dependent upon particular individuals, specific projects, or the administrative level within UDOT.* Relationship building seems to be better at higher administrative or policy levels of the Department, but it does not always filter down. Stakeholder groups also discussed their concerns with UDOT contractors. They suggest *contractors need more oversight* because they think contractors are more interested in completing construction projects and less interested in designing to meet longer-term planning needs or complying with federal laws like the Americans with Disabilities Act (ADA) and the National Environmental Policy Act (NEPA).

The results also illustrate there are significant differences in the views of internal and external participants regarding UDOT's image. Insiders have a more favorable image, special interest stakeholders have negative opinions, and the opinions of the general public and most outside agency professionals are mixed. *There are also significant differences of opinion regarding the availability and flexibility of transportation funding.* Outside planning and agency representatives, including some who have experience working for UDOT, believe there is more flexibility for using funding for collaboration and implementing more innovative transportation approaches than UDOT officials suggest. The perception exists that constraints on UDOT's use of funding are not just legal—there are also internal agency barriers that are more discretionary. This was most evident in discussions about the Legacy Highway planning effort. Insiders thought Legacy Highway planning had been done well in UDOT's decision space, while many outsiders were quite critical that alternative transportation options were not fully considered. Many people we spoke with outside the agency felt decisions were predetermined and creative options were eliminated without real consideration. These factors negatively impact UDOT's image and reduce the likelihood of future collaborations—outside entities may first look for alternative political routes to accomplish their goals rather than partnering with UDOT in the future.

Participants' suggestions on ways to continue fostering positive relationships with other entities include: *more information sharing; consistent follow-through when UDOT employees interact with external entities and the public; and more coordination on resource utilization, particularly funding. Open and honest communication, sincerity, and trust are key factors.*

### ***Recommendations***

- Increase public involvement or outreach staff and provide additional training for other UDOT employees to increase the general public relations skills of the entire workforce. External stakeholders form opinions of UDOT based upon each and every interaction they may have with someone from the Department.
- When possible, provide for greater consistency in external relationships by providing for better staff transitions internally. Changing UDOT contacts was a major source of frustration for certain stakeholder groups, which implies that changing staff responsibilities has an external impact as well as internal effects.

- Develop and disseminate information regarding project funding availability, uses, and constraints. Coordinate the development of these materials with other transportation agencies and stakeholders.
- UDOT should continue to expand and highlight its cooperative efforts funding and developing multi-modal forms of transportation, such as those identified in the most recent “Context Sensitive Solutions” brochure (e.g., Jordan River Trail, light-rail spur, and Zion National Park shuttle).
- Conduct periodic, independently administered surveys and interviews to assess UDOT’s public image and public perceptions of the effectiveness and progress in transportation planning, coordination with other transportation entities, and public involvement efforts.

## ***II. E. Changing Organizational Structure, Culture, and Leadership***

*People internal to UDOT said positive changes had occurred in the Department’s structure and functioning in the last three years, but they noted there is still a need for more internal integration, effective and timely communication, and balance between centralization and decentralization within the Department.* In particular, some UDOT employees thought the Planning Division needed to be better integrated with other divisions, and the construction and maintenance sections of the Department need to work more closely together. Others said regional and state offices need to coordinate better, but regional offices should be the main liaisons with local entities because they better understand local needs and concerns. Most internal participants were well aware of their own history, of how UDOT is perceived by people outside the Department (as a road engineering agency), and of the internal changes occurring. They often commented that change will not be easy or fast because it involves a deeply ingrained agency culture that has generational aspects to it, but *improving communication with both internal and external stakeholders and taking meaningful actions that affect change are key elements.*

Also according to interview participants, *UDOT’s main organizational challenges relate to the highway system reaching capacity, maintaining existing infrastructure while growing the system, being stretched thin financially and in terms of employee responsibilities and work loads, and losing well-trained employees to the private sector.* Of special concern for employees was the fairness of status and pay differentials for construction versus maintenance work, and of training and advancement, especially related to academic training versus the acquisition and enhancement of practical, job-related skills. Many people think there is a disconnect between the types of training the Department requires for salary increases and promotion, and the actual job requirements. *While there is no perfect system, fairness and predictability are important.*

External participants identified personnel turnover (not knowing who to contact, getting mixed messages, and the like) and the lack of environmental expertise as key organizational problems. *Employee training will become even more important as the*



*agency moves toward a more integrated transportation system, more diverse job responsibilities, and the use of more advanced technology.*

In general, UDOT employees expressed great pride in their work as well as frustration with inadequate resources, such as time and money, which sometimes limit their capabilities. The new leadership is perceived quite positively and is thought to have the capability to institute change and tackle many of the Department's challenges.

### ***Recommendations***

Many of the concerns expressed by UDOT employees were related to the need for predictability, fairness, and training. In times of organizational change, special attention needs to be paid to the effects of change on staff, so they can be part of the change and not end up resisting it. Paying attention to the opinions and concerns of UDOT staff and to internal modes of functioning is as important as responding to the influence of external stakeholders and economic and political factors. Some specific suggestions include:

- Coordination and collaboration need to be the hallmarks of relationships within UDOT, especially in regards to the interaction between the main office and the regional offices, and in regards to employees conducting different functions within the Department.
- Recognize the contribution all employees make to fulfill the Department's mission and combat the tendency for non-engineering jobs to be perceived as having lower status than engineering jobs.
- Offer a diversity of job tracks and provide clear and unambiguous guidelines related to educational and training requirements and promotion and reimbursement potential in the different job tracks. Expand and clarify the role of technical training and educational opportunities for job advancement.
- Recognize that predictability and change also have psychological effects on people, and consider various ways to institute change in positive and effective ways in order to reduce stress and anxiety potentially caused for employees. Offer counseling and mental health programs to help staff adjust to change when and if necessary.
- Conduct a study or assessment on the need for improving organizational learning and internal communications, learning and working in teams, and other work redesign issues and use appropriate consultant expertise to help affect changes as needed.

## ***II. F. Needs of Long-Range Transportation Plan***

Most people who participated in the Phase II interviews feel the process used to develop the plan is as important as the content of the plan. Many feel the plan should be a document that can provide strategic direction but at the same time be “out ahead of development.” *The plan needs to be flexible over time with frequent reviews and updates. Participants also thought the plan should pay close attention to the role of alternative forms of transportation, should take into account land-use and transportation planning perspectives, and should be integrated with the planning efforts undertaken by other transportation providers and by land management agencies. In particular, integrating UDOT, UTA, and Metropolitan Planning Organization (MPO) plans was mentioned quite often, as was the need to coordinate long-term planning with the need for shorter-term flexibility. The sequencing of corridor acquisition, environmental impact assessments, and NEPA analyses were noted as other important issues that need to be addressed.* The importance of increasing the use of innovative transportation planning programs, such as the Corridor Preservation Program, was noted by participants with regional planning responsibilities.

As noted in the “Challenges” section above (II. A.), the general public does not see a need for a major overhaul of UDOT’s mission, but demands for expanding capacity and increasing diversity and flexibility are occurring simultaneously. Public demands are such that the quality and service UDOT has delivered in the past and diversifying the transportation system and the options it provides will both be expected in the future. Funding, however, is likely to remain relatively constant. *The plan will need to help lay the groundwork for increasing innovative transportation solutions through organizational change, and it should lay the foundation for more flexibility and fairness in funding options, and greater transparency and collaboration with customers and partners than has occurred previously in UDOT’s history.* We have one general suggestion to make about the plan:

- The Long-Range Transportation Plan should not appear to be solely an engineering document or a comprehensive list of transportation projects. The plan needs to incorporate elements that address the process by which UDOT intends to coordinate with other transportation entities and with the general public to provide more transportation options and build a more inter-modal transportation system. The Long-Range Transportation Plan is a chance for UDOT to exercise leadership through articulating a future vision and committing itself to certain actions that will help fulfill that vision.

## ***III. Conclusions***

No public mandate exists for UDOT to drastically change its current mission or general course of action. There are, however, expanding preferences, increasing demands, and an increasing number of federal and state mandates to which UDOT needs to be responsive. A strong perception exists among special interest groups and agency collaborators that

UDOT needs to focus less on highways and more on being a partner in developing a multi-modal transportation system.

No consensus emerged on what “big-picture” organizational changes are needed for the future. At a minimum, better coordination, cooperation, information sharing, and planning between transportation providers, collaborators, and the public are needed to transition Utah’s transportation system to be more multi-modal and interconnected. At some level, there must be more centralization of transportation planning and operations, but the actual structure of that centralization is likely to be very contentious. Due to its size, funding, image, political clout, and engineering and operations expertise, UDOT will most likely play a key role in determining the transportation organization structure of the future. But ironically, for all the same reasons, UDOT is also viewed skeptically by some stakeholders outside the agency. The centralization of transportation organizations and functions within UDOT would be controversial, and conversely, dividing up UDOT functions among other agencies would likely decrease efficiency and increase costs. So, the form of coordination among transportation providers is a key issue for the next 20 years.

To complicate matters further, diversity among the UDOT Regions suggests flexibility will be needed. Region 2 is a highly urban region with a relatively concentrated population and expanding development. Region 4 is a very large, dispersed, and generally rural region that is heavily influenced by periodic and seasonal recreational travel. Regions 1 and 3 are a combination of urban and rural, with suburban and exurban development expanding the influence of the more urbanized areas. Transportation planning needs to be sensitive to this very diverse and rapidly changing population pattern. Clear and unambiguous principles for project prioritization and for agency flexibility and innovation will be needed in the future.

There were a couple of recommendations most study participants agreed upon to help move the agency toward the future. Increased use of partnerships, collaboration, and public involvement were all common themes. Much improvement seems to have occurred in the last three or four years, but most observers feel even more emphasis on these modes of operation will be needed in the future. Other areas where there has been less improvement involve the need for greater flexibility in the use of funding (to meet both transit and highway needs) and reducing political and economic barriers to transportation infrastructure development that is out ahead of growth and development. UDOT, county and local political entities, planning organizations, and the State Legislature all must share some of the blame for coordination problems in the past. Federal mandates have also muddled the waters, but these now seem to provide some of the impetus for moving ahead. Perhaps a review of the transportation organizations and policies in states that have similar challenges and experiences as Utah would provide some valuable insights.

UDOT is at an organizational crossroad; how the agency responds to the challenges before it in the next 10 to 20 years will have a significant effect on its image and effectiveness, and on the quality of life for both UDOT employees and the citizens of

Utah. The 2002 Olympic experience and the development of TRAX have provided some positive momentum; now it is up to Utah transportation providers to continue and expand the coordination and partnership experiences to meet 21<sup>st</sup> Century needs. According to most observers, both inside and outside the Department, the current UDOT leadership has made positive strides in these areas, but the journey has just begun.

#### ***IV. Acknowledgments***

The authors would like to thank Sandy Weinrauch, John Thomas, Kevin Nichol, Max Ditlevson of the UDOT Office of Program Development, and Eileen Ringnald of Parsons, Brinkerhoff, Quade & Douglas, Inc. for their support of the project, and the many people inside and outside the Utah Department of Transportation who took time to provide us with their insights. We would also like to acknowledge the staff of Discovery Research, Inc. who collected the telephone survey data, and Shauna Leavitt of USU's Natural Resource and Environmental Policy Program for editorial assistance with the final reports. While this was a collaborative effort between USU and UDOT, the USU research team is solely responsible for the content and conclusions of this report.

#### ***V. Full Reports***

This Executive Summary and the Final Reports for Phase I and Phase II of this project may be found on the websites of the Utah Department of Transportation ([www.udot.utah.gov](http://www.udot.utah.gov)), USU's Institute for Outdoor Recreation and Tourism ([www.cnr.usu.edu/iort](http://www.cnr.usu.edu/iort)), and USU's Natural Resource and Environmental Policy Program ([www.cnr.usu.edu/policy](http://www.cnr.usu.edu/policy)). The report titles for Phase I and Phase II are:

*Long-Range Transportation Planning in Utah: Summary of Research Results From a Statewide Telephone Survey*, by D. Reiter, D. Blahna, S. Burr, and C. Klien. Utah State University, College of Natural Resources, Institute for Outdoor Recreation and Tourism, Logan, UT., September 22, 2003.

*Long-Range Transportation Planning in Utah: Summary of Research Results from Interviews and Focus Groups*, by J. Endter-Wada, J. Kurtzman, M. Butkus, D. Blahna, and C. Klien. Utah State University, College of Natural Resources, Natural Resource and Environmental Policy Program, Logan, UT., September 22, 2003.

Utah Transportation 2030  
COMMUNITY OUTREACH PRESENTATION SCHEDULE  
Organized chronologically with attendance numbers

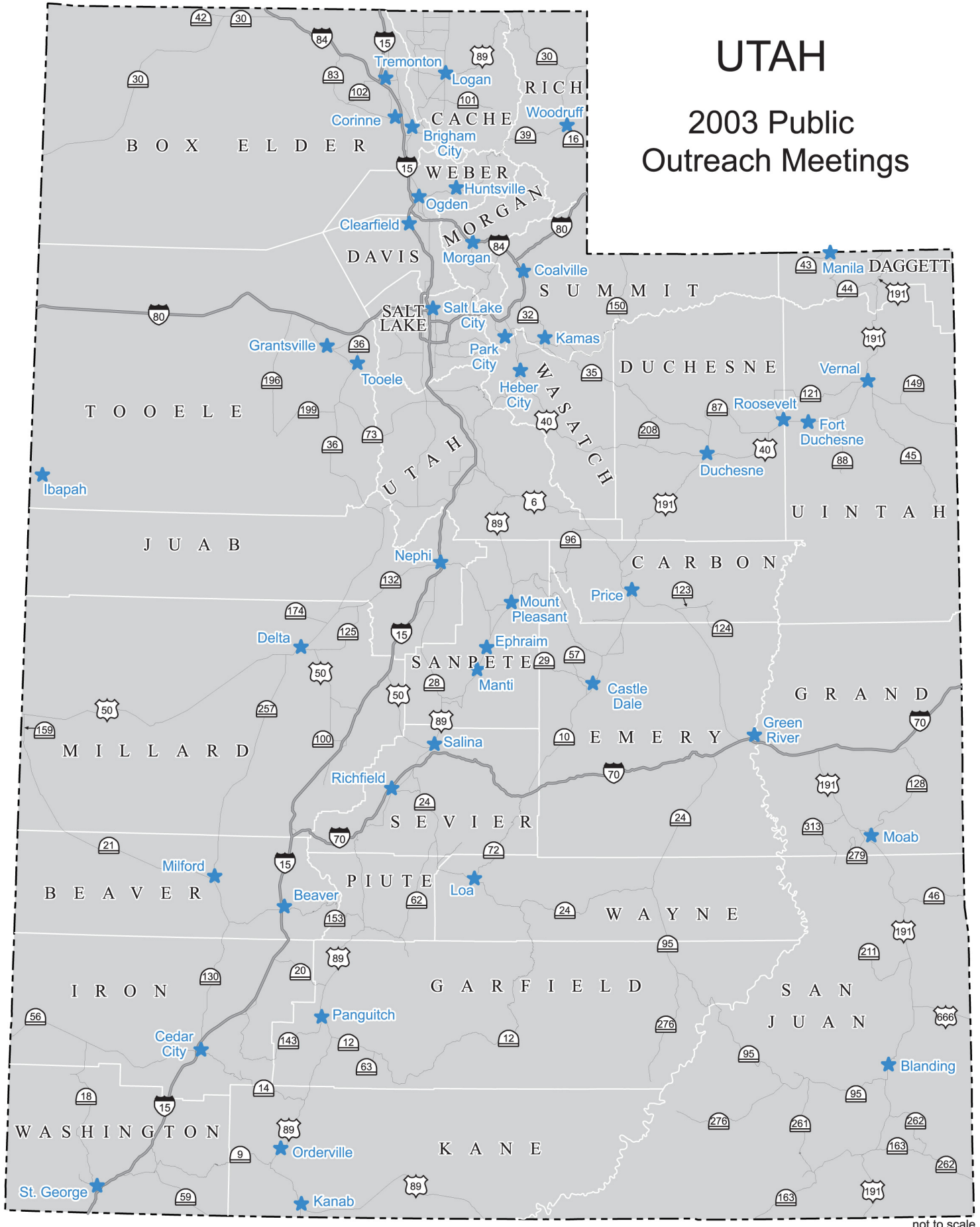
<b>Date</b>	<b>Time</b>	<b>Presentation City</b>	<b>Organization</b>	<b># Attendees</b>
Feb. 18	N/A	Milford	City gov't	3
Feb. 18	N/A	Beaver	City-Co. Planning	14
Feb. 19	N/A	Beaver	Chamber of Commerce	5
Feb. 19	N/A	Beaver	Senior Center	20
Feb. 24	9:00 AM	Kanab	County Commission	21
Feb. 25	12:00 PM	Kanab	Senior Citizen Center	6
Feb. 25	12:00 PM	Park City	Rotary Club	65
Feb. 25	4:00 PM	Park City	Chamber of Commerce	42
Feb. 27	12:00 PM	Vernal	Rotary Club	17
Feb. 27	7:00 PM	Mt. Pleasant	Main Street Committee	12
Mar. 4	12:00 PM	Kanab	Chamber of Commerce	18
Mar. 4	2:00 PM	Brigham City	Shoshoni Tribe	2
Mar. 4	6:30 PM	Brigham City	Planning Commission	29
Mar. 4	7:00 PM	Manila	Planning Commission	6
Mar. 4	7:00 PM	Kamas	Planning Commission	10
Mar. 5	10:00 AM	Richfield	City/County AOG	12
Mar. 5	12:00 PM	Orderville	Senior Center	14
Mar. 5	1:00 PM	Duchesne	Ute Indian Tribe	7
Mar. 6	12:00 PM	Salina	Chamber of Commerce	13
Mar. 11	12:00 PM	Moab	Chamber of Commerce	26
Mar. 11	6:00 PM	Corrine	Planning Commission	10
Mar. 12	12:00 PM	Roosevelt	Chamber of Commerce	18
Mar. 12	12:00 PM	Ibapah	Goshute Indian Tribe	10
Mar. 13	5:30 PM	Vernal	Planning Commission	12
Mar. 13	7:00 PM	Panguitch	Planning Commission	8
Mar. 17	7:00 PM	Coalville	Planning Commission	7
Mar. 18	N/A	Hurricane	Freight/Truck Mobility	7
Mar. 18	12:00 PM	Heber	Chamber of Commerce	39
Mar. 19	5:30 PM	Roosevelt	Planning Commission	9
Mar. 19	N/A	Salina	Freight/Truck Mobility	13
Mar. 19	12:00PM	Brigham City/Perry	Kiwanis Club	15
Mar. 20	N/A	Price/Helper	Freight/Truck Mobility	3
Mar. 20	7:00 PM	Duchesne	Lion's Club	18
Mar. 20	7:00 PM	Ephraim	Planning Commission	13
Mar. 24	6:00 PM	Price	Planning Commission	20
Mar. 24	N/A	Logan	Freight/Truck Mobility	7
Mar. 25	12:00 PM	Vernal	Chamber of Commerce	43
Mar. 25	12:45 PM	Price	Carl Peterson Senior Center	6
Mar. 25	AM	Clearfield	Freight/Truck Mobility	5
Mar. 25	PM	Clearfield	Freight/Truck Mobility	1
Mar. 25	6:00 PM	Green River	Planning Commission	6
Mar. 25	6:45 PM	Panguitch	City Council	7
Mar. 26	6:30 PM	Park City	Planning Commission	27
Mar. 27	12:00PM	Castle Dale	Chamber of Commerce	14
Mar. 27	PM	Roosevelt	Freight/Truck Mobility	22

Utah Transportation 2030  
COMMUNITY OUTREACH PRESENTATION SCHEDULE  
Organized chronologically with attendance numbers

<b>Date</b>	<b>Time</b>	<b>Presentation City</b>	<b>Organization</b>	<b># Attendees</b>
Mar. 27	12:00 PM	Price	Chamber of Commerce	21
Mar. 27	6:00 PM	Moab	Planning Commission	12
Apr. 1	11:30 AM	St. George	St. George Senior Center	50
Apr. 1	PM	Salt Lake City	Freight/Truck Mobility	11
Apr. 1	5:00 PM	Cedar City	Chamber of Commerce	6
Apr. 2	12:00 PM	Tooele	Chamber of Commerce	52
Apr. 2	PM	Ogden	Freight/Truck Mobility	4
Apr. 2	7:00 PM	Delta	Planning Commission	3
Apr. 3	PM	Salt Lake City	Freight/Truck Mobility	3
Apr. 3	12:00 PM	Duchesne	Gateway Senior Center	39
Apr. 7	11:45 AM	Green River	Senior Center	16
Apr. 8	5:00 PM	St. George	Planning Commission	60
Apr. 8	7:00 PM	Castle Dale	City Council	9
Apr. 10	7:00 PM	Blanding	Planning Commission	5
Apr. 11	12:00 PM	St. George	URSTA	70
Apr. 15	12:00 PM	Brigham City	Rotary Club	30
Apr. 16	6:00PM	Sanpete Co/Manti	Planning Commission	13
Apr. 21	1:00 PM	Wayne Co/Loa	Planning Commission	3
Apr. 22	11:00 AM	Nephi/Juab	county commission	6
Apr. 22	5:30 PM	Tremonton	Planning Commission & City Council	15
Apr. 23	6:30 PM	Salina	Lion's Club	16
Apr. 23	12:15 PM	Heber City	Rotary Club	17
Apr. 23	7:00 PM	Morgan	Planning Commission	15
Apr. 24	7:00 PM	Heber City	Planning Commission & City Council	13
Apr. 23	7:00 PM	Huntsville	Planning Commission & City Council; C	12
6-May	7:00 PM	Woodruff	Planning Commission	4
7-May	3:00 PM	Enoch	Iron County Coordinating Council	11
8-May	7:00 PM	Grantsville	Planning Commission	25
<b>Total number of attendees</b>				<b>1223</b>

# UTAH

## 2003 Public Outreach Meetings



not to scale

## **Community Outreach Regional Summaries**

1. *Meetings*
2. *Attendance*
3. *Comments*
4. *Themes*

### **Region 1**

1. 13 meetings in 9 cities
2. 145 attendees
3. Approximately 330 comments received
4. Predominant themes from public comments
  - Safety
  - Construction and Maintenance
  - Signs and signals
  - Trucking
  - Access
  - Pedestrian facilities

### **Region 2**

1. 9 meetings in 6 cities
2. Over 240 attendees
3. Approximately 145 comments received
4. Predominant themes from public comments
  - Signs and signals
  - Safety
  - Congestion
  - Public Transportation
  - Aesthetics
  - Construction and Maintenance

### **Region 3**

1. 15 meetings in 8 cities
2. Over 275 attendees
3. Approximately 360 comments received
4. Predominant themes from public comments
  - Safety
  - Construction and Maintenance
  - Congestion
  - Signs and signals
  - Pedestrian
  - Rural/special needs transit



**Region 4**

1. 37 meetings in 20 cities
  - Cedar District: 11 meetings in 6 cities
  - Price District: 13 meetings in 6 cities
  - Richfield District: 13 meetings in 8 cities
2. Over 570 attendees
3. Approximately 685 comments received
4. Predominant themes from public comments
  - Congestion
  - Construction and Maintenance
  - Safety
  - Signs and signals
  - Truck traffic
  - Pedestrian facilities
  - Rural/special needs transit

## CATEGORIES FOR ANALYSIS\*\*\* – TRANSPORTATION 2030 PI COMMENTS

	Subtopic	Comments
	<b>ROADWAY (INFRASTRUCTURE)</b>	
1	Access	Includes destinations, turning movements, frontage roads, interchanges
2	Aesthetics	Includes lighting, landscaping, gateways, parking
3	Bridges	All references to bridges or structures (i.e. box culverts)
4	Congestion	Includes capacity, widening, lanes, turn lanes, bypass, passing lanes
5	Construction and Maintenance	Includes pavement condition, dirt, rock fall, project requests, maintenance of traffic during construction, drainage, striping
6	Safety	Includes all references to safety on the roadway, high accident areas, speed, sight distance, shoulders
7	Signals & signs	Includes roundabouts, traffic signals, signage
8	Other	All other details that do not fit in the roadway subcategories above, such as rest stops, curb and gutter, retaining walls (other infrastructure details)
	<b>(ALT) MODES</b>	
1	Bicycling	Includes biking comments, bike paths, trails, shoulders for bicycle access
2	Pedestrian	Walking, sidewalks, safe routes to school, ped crossings
3	Public Transportation	Includes bus service, light rail, commuter rail
4	Rural & Special Needs Transit	Rural transit; van service; senior transit service; accessibility
5	Railroad	All comments referring to railroads
6	Trucking	All comments referring to trucks, including POEs
7	Other	All other modes; includes park and ride lots, ATVs, RVs
	<b>ISSUES</b>	
1	Costs	Includes resource allocation, toll roads
2	Economics	Includes economic vitality, main streets
2	Environment	Includes references to environmental issues such as noise, air pollution, hazardous materials
3	Growth	Includes new traffic generators
4	Partnerships	Grants, funding, agency cooperation, coordinated scheduling
5	Other	Other transportation-related issues including public involvement, planning, and wildlife crossing issues

\*\*\*Categories were developed based on information from the USU phone survey results, USU Interviews/Focus Groups, Community Outreach, Web Site Comments, Freight meetings, and the comments themselves.

# **TOPIC ANALYSIS OF 2030 LRP PI COMMENTS\***

4-Jun-03

	R1	R2	R3	R4	TOTALS	% total	% topic
<b>Roadway</b>						<b>59%</b>	<b>615</b>
Access	8	4	14	20	<b>46</b>	4%	7%
Aesthetics	3	6	14	21	<b>44</b>	4%	7%
Bridges	2	1	9	15	<b>27</b>	3%	4%
Congestion	6	7	28	70	<b>111</b>	11%	18%
Constr/Maint.	14	4	33	65	<b>116</b>	11%	19%
Safety	15	9	38	59	<b>121</b>	12%	20%
Signs/signals	14	11	23	48	<b>96</b>	9%	16%
Other	5	7	13	29	<b>54</b>	5%	9%
<b>Modes</b>						<b>26%</b>	<b>275</b>
Bicycling	2	4	5	25	<b>36</b>	3%	13%
Pedestrian	7	4	22	41	<b>74</b>	7%	27%
Public Transp.	4	7	6	5	<b>22</b>	2%	8%
Rural/Special needs	0	1	10	33	<b>44</b>	4%	16%
Railroad	1	0	2	12	<b>15</b>	1%	5%
Trucking	13	1	11	44	<b>69</b>	7%	25%
Other	1	2	7	5	<b>15</b>	1%	5%
<b>Issues</b>						<b>15%</b>	<b>152</b>
Costs	3	1	2	11	<b>17</b>	2%	11%
Economics	0	1	10	10	<b>21</b>	2%	14%
Environment	3	1	1	6	<b>11</b>	1%	7%
Growth	4	0	5	19	<b>28</b>	3%	18%
Partnerships	1	4	7	23	<b>35</b>	3%	23%
Other	3	3	8	26	<b>40</b>	4%	26%
<b>Region Totals*</b>	<b>109</b>	<b>78</b>	<b>268</b>	<b>587</b>	<b>1042</b>		
Freight/Trucking groups	66	49	35	66	<b>216</b>		
Freight/Trucking individual	42	20	17	25	<b>104</b>		
Freight/Trucking subtotal	108	69	52	91	<b>320</b>		
Region comment total	217	147	320	678	<b>1362</b>		

\* The topic analysis does not include comments from freight/trucking meetings or freight/trucking survey

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County	City	Org/Ind	Topic	Sub-topic	Comment
Box Elder	Brigham City	Shoshone Tribe	Issue	Costs	Spend money by need or emergency
Box Elder	Brigham City	Shoshone Tribe	Modes	Public Transp	LRT/Commuter Rail
Box Elder	Brigham City	Shoshone Tribe	Roadway	Safety	Traffic calming
Box Elder	Brigham City	Shoshone Tribe	Roadway	Other	Rest stops
Box Elder	Brigham City	Shoshone Tribe	Roadway	Aesthetics	Trash clean up
Box Elder	Brigham City	Shoshone Tribe	Roadway	Maintenance	Heating rods
Box Elder	Brigham City	Planning Commission	Modes	Public Transp	LRT/Commuter Rail
Box Elder	Brigham City	Planning Commission	Modes	Other	Connect Park and Ride lots directly to carpool lanes
Box Elder	Brigham City	Planning Commission	Modes	Public Transp	Wellsville Park and Ride needs transit service from CVT and UTA
Box Elder	Brigham City	Planning Commission	Modes	Trucks	Gravel Trucks on 200 South
Box Elder	Brigham City	Planning Commission	Modes	Trucks	Gravel trucks through town
Box Elder	Brigham City	Planning Commission	Roadway	Access	Access to 91 (Direct/Non-direct)
Box Elder	Brigham City	Planning Commission	Roadway	Safety	I-15 safety 2600 S to Beck Street
Box Elder	Brigham City	Kiwanis Club	Issue	Costs	Toll road
Box Elder	Brigham City	Kiwanis Club	Modes	pedestrian	Pedestrian crossing at 1100 South
Box Elder	Brigham City	Kiwanis Club	Roadway	Maintenance	Buttons don't work
Box Elder	Brigham City	Rotary Club	Roadway	Aesthetics	More landscape like Provo/Orem area
Box Elder	Brigham City	Rotary Club	Roadway	Maintenance	I-15 31st where narrows, needs to be fixed
Box Elder	Brigham City	Rotary Club	Issue	Costs	Need to plan roadways better so no expensive fixes later
Box Elder	Brigham City	Rotary Club	Roadway	Maintenance	Preserve corridor for Legacy Highway now.
Box Elder	Brigham City	Rotary Club	Roadway	Other	No problem defining corridor in Box Elder County
Box Elder	Brigham City	Rotary Club	Issue	Partnerships	Coordination of Projects - Construction between State, County & Local.
Box Elder	Corinne	Planning Commission	Roadway	Safety	SR-13 three lane left turn lane
Box Elder	Corinne	Planning Commission	Roadway	Safety	Four lanes are difficult to cross
Box Elder	Corinne	Planning Commission	Modes	pedestrian	School crossings - only one attended
Box Elder	Corinne	Planning Commission	Modes	pedestrian	maybe more (3950 West) (Ped X)
Box Elder	Corinne	Planning Commission	Issue	Growth	Truck traffic - land fill to be at mount
Box Elder	Corinne	Planning Commission	Modes	Trucks	Truck parking on shoulders
Box Elder	Corinne	Planning Commission	Modes	Trucks	Trucks blocking view cause accidents
Box Elder	Corinne	Planning Commission	Modes	Trucks	Parking of trucks in city
Box Elder	Corinne	Planning Commission	Roadway	Safety	Intersection SR-13 and SR-83 Many near misses
Box Elder	Corinne	Planning Commission	Roadway	Other	Do away as thru road
Box Elder	Corinne	Planning Commission	Roadway	Safety	Turn from Brigham to Corinne
Box Elder	Corinne	Planning Commission	Roadway	Aesthetics	Open space - try to maintain
Box Elder	Corinne	Planning Commission	Issue	Growth	Look at growth
Box Elder	Corinne	Planning Commission	Issue	Growth	Merit - increasing truck traffic by 1/3
Box Elder	Corinne	Planning Commission	Roadway	Congestion	Business park with accel and decel lanes
Box Elder	Corinne	Planning Commission	Roadway	Maintenance	Drainage along 13 is not happening
Box Elder	Corinne	Planning Commission	Modes	pedestrian	Safe route to schools - sidewalks
Box Elder	Corinne	Planning Commission	Roadway	Signage	Better signage at "Y" intersection
Box Elder	Corinne	Planning Commission	Modes	Trucks	Line of trucks into Wal-Mart
Box Elder	Corinne	Planning Commission	Roadway	Safety	2800 West - 2 accidents recently
Box Elder	Corinne	Planning Commission	Modes	Trucks	Independent truckers
Box Elder	Corinne	Planning Commission	Modes	Trucks	Engine brakes on trucks through town
Box Elder	Corinne	Planning Commission	Modes	Trucks	Ordinance on state highway - how to do it and enforce it - sheriff

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County	City	Org/Ind	Topic	Sub-topic	Comment
Box Elder	Corinne	Planning Commission	Modes	Trucks	Trucks at top of 4800 W and SR-83
Box Elder	Corinne	Planning Commission	Modes	Trucks	Busses can't see traffic
Box Elder	Corinne	Planning Commission	Modes	Trucks	Tires on highway
Box Elder	Corinne	Planning Commission	Modes	Trucks	During school time
Box Elder	Corinne	Planning Commission	Modes	Railroad	Rail lines close to highways
Weber	Huntsville	Planning Commission	Issue	Other	Weber county would like UDOT to speak at other planning groups
Weber	Huntsville	Planning Commission	Issue	Growth	Concern: Ogden Valley has more "room to grow" than the rest of Weber county.
Weber	Huntsville	Planning Commission	Roadway	Access	However, Valley has limited access to Wasatch Front.
Weber	Huntsville	Planning Commission	Roadway	Congestion	Ogden Canyon is slow, narrow, & nearing capacity.
Weber	Huntsville	Planning Commission	Roadway	Access	Trapper's Loop is good for SLC access but is too long to go to Ogden.
Weber	Huntsville	Planning Commission	Roadway	Access	UDOT needs to start looking at improved/expanded access from Ogden to Ogden Valley.
Weber	Huntsville	Planning Commission	Roadway	Other	North Ogden Pass???
Weber	Huntsville	Planning Commission	Roadway	Access	Interchange at Mountain Green (better access I-84 to Trappers Loop)
Weber	Huntsville	Planning Commission	Modes	pedestrian	Bike/Walking path needed around Pineview Reservoir.(some areas would be along existng State & Countv roads.)
Weber	Huntsville	Planning Commission	Modes	Bicycle	Bike/Walking path needed around Pineview Reservoir.(some areas would be along existng State & County roads.)
Weber	Huntsville	Planning Commission	Roadway	Congestion	Passing lane needed in Ogden Canyon
Weber	Huntsville	Planning Commission	Roadway	Congestion	Passing lanes needed on roads around Pineview Reservoir.
Weber	Huntsville	Planning Commission	Roadway	Maintenance	State & County roads along reservoir need repaired or new guard rails.
Cache	Logan	Individual	modes	Public Transp	Investigate state funding program for transit operations
Cache	Logan	Individual	Roadway	Maintenance	Wants timeline info about road improvements-Cache Co.
Morgan	Morgan	Planning Commission	Roadway	Signs/signals	State Street (Hwy 66) & Younge - Traffic Signal
Morgan	Morgan	Planning Commission	modes	Bicycle	Bike paths/wider shoulders
Morgan	Morgan	Planning Commission	Roadway	Safety	Bike paths/wider shoulders
Morgan	Morgan	Planning Commission	Roadway	Signs/signals	I84-East of Power plant - Signage/Warning to truck drivers
Morgan	Morgan	Planning Commission	Roadway	Maintenance	Striping on I84
Morgan	Morgan	Planning Commission	Roadway	Maintenance	Better Stripes
Morgan	Morgan	Planning Commission	Roadway	Bridges	Asphalt on Bridge decks are rutted and unsafe
Morgan	Morgan	Planning Commission	Roadway	Maintenance	Why asphalt?
Morgan	Morgan	Planning Commission	Modes	pedestrian	Sidewalks on State Street
Morgan	Morgan	Planning Commission	Roadway	Maintenance	State Street has a dip or a rut from elevation 400 East & State Street
Morgan	Morgan	Planning Commission	Roadway	Bridges	I84 - Bridge Overpass
Morgan	Morgan	Planning Commission	Issue	Environmental	Slope Protection
Morgan	Morgan	Planning Commission	Roadway	Maintenance	I84 Concrete
Morgan	Morgan	Planning Commission	Roadway	Maintenance	Asphalt - Rutting
Morgan	Morgan	Planning Commission	Roadway	Access	I84 - New Interchange in Morgan
Morgan	Morgan	Planning Commission	Roadway	Access	Future Expansion of Mt. Green Interchange
Morgan	Morgan	Individual	Roadway	Signs/signals	Please don't put a stop light in Morgan City. Someone may wait one maybe two minutes to left turn in a 15 minute time frame at one of 3 intersections. I live between these and I just live with an occasional wait.
Box Elder	Tremonton	Planning Commission	Roadway	Signs/signals	Main St. & 2nd East
Box Elder	Tremonton	Planning Commission	Roadway	Signs/signals	Clock to replace with a reader board sign
Box Elder	Tremonton	Planning Commission	Roadway	Signs/signals	UDOT sign is in R/W
Box Elder	Tremonton	Planning Commission	Roadway	Signs/signals	Golden spike sign

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County	City	Org/Ind	Topic	Sub-topic	Comment
Box Elder	Tremonton	Planning Commission	Roadway	Congestion	SR30 from I-15 Riverside to Logan - Widen -4L-Passing lanes
Box Elder	Tremonton	Planning Commission	Roadway	Maintenance	SR13 - Pavement rehab from Tremonton to Corinne
Box Elder	Tremonton	Planning Commission	Roadway	Signs/signals	10th west & Main St. : Signal
Box Elder	Tremonton	Planning Commission	Roadway	Safety	Safety-Accident Rates?
Box Elder	Tremonton	Planning Commission	Roadway	Safety	School buses
Box Elder	Tremonton	Planning Commission	Roadway	Safety	Morning Peak
Box Elder	Tremonton	Planning Commission	Roadway	Safety	Evening Peak
Box Elder	Tremonton	Planning Commission	Roadway	Safety	Specail Event Traffic
Box Elder	Tremonton	Planning Commission	Issue	Environmental	Sound Walls - I-15 South /East of I-84 Interchange
Rich	Woodruff	Planning Commission	Roadway	Congestion	Summer Congestion
Rich	Woodruff	Planning Commission	Roadway	Safety	Drop speed limit through town
Rich	Woodruff	Planning Commission	Issue	Other	Rural problems clashing with tourist
Rich	Woodruff	Planning Commission	Roadway	Signs/signals	Signal Intesection - Turn lane to Monte Cristo
Rich	Woodruff	Planning Commission	Roadway	Signs/signals	US89 to SR39
Rich	Woodruff	Planning Commission	Roadway	Signs/signals	Signs on SR89/SR16
Rich	Woodruff	Planning Commission	Roadway	Safety	Speed through town
Rich	Woodruff	Planning Commission	Modes	pedestrian	Ped crossing on 89 for kids to cross street to catch school bus
Rich	Woodruff	Planning Commission	Issue	Other	Deputy or Trooper in town.
Rich	Woodruff	Planning Commission	Roadway	Signs/signals	Flashing light on SR39 warning to stop on US89
Box Elder	Tremonton	Individual	Roadway	Signs/signals	Traffic signal at 1000 W. and Main St. Intersection
Box Elder	Tremonton	Individual	Roadway	Other	Highway 30 - Riverside to Logan
Box Elder	Tremonton	Individual	Issue	Environmental	Sound walls along I-84 in Tremonton area

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County	City	Org/Ind	Topic	Sub-topic	Comment
Summit	Coalville	Planning Commission	Modes	Trucks	Chalk Creek truck traffic could be safety problem
Summit	Coalville	Planning Commission	Roadway	Maintenance	I-80/I-84 Design
Summit	Coalville	Planning Commission	Roadway	Aesthetics	Rural look to interchanges
Summit	Coalville	Planning Commission	Modes	Public transp	Transit service to outlying town to serve Park City-Wasatch Front
Tooele	Grantsville	Planning Commission	Roadway	Congestion	Plans to divert traffic off of Hwy 36?
Tooele	Grantsville	Planning Commission	Roadway	Other	SR-112/Durfee Not right angle intersection
Tooele	Grantsville	Planning Commission	Roadway	Safety	Solution: Slower speed between Main - Durfee
Tooele	Grantsville	Planning Commission	Roadway	Other	SR-112/SR-138 S-curve (New construction)
Tooele	Grantsville	Planning Commission	Roadway	Acess	Provide connection to I-80 w/o going thru town
Tooele	Grantsville	Planning Commission	Roadway	Aesthetics	Beautify city entrance (you are now in GV)
Tooele	Grantsville	Planning Commission	Roadway	Aesthetics	Traffic calming planter median
Summit	Kamas	Planning Commission	Modes	Bicycling	Bike lanes along 32, 35, 150
Summit	Kamas	Planning Commission	Issue	Other	Recreation
Summit	Kamas	Planning Commission	Roadway	Signs/signals	Intersections
Summit	Kamas	Planning Commission	Roadway	Signs/signals	Four-way stop compliance
Summit	Kamas	Planning Commission	Issue	Economics	Keep traffic on Main Street
Summit	Kamas	Planning Commission	Roadway	Aesthetics	Enhancements
Summit	Kamas	Planning Commission	Roadway	Aesthetics	Parking
Summit	Kamas	Planning Commission	Roadway	Safety	Speeds at 35 fast
Summit	Kamas	Planning Commission	Modes	Pedestrian	sidewalks
Summit	Kamas	Planning Commission	Modes	Pedestrian	Who maintains sidewalks? City
Summit	Kamas	Planning Commission	Modes	Public tranp	Transit between Kamas and Park City
Summit	Kamas	Planning Commission	Roadway	Congestion	Transitional HOV lane
Summit	Kamas	Planning Commission	Roadway	Acess	SR-248 Frontage Roads
Summit	Kamas	Planning Commission	Roadway	Other	SR-32 - dem. Alley
Summit	Kamas	Planning Commission	Roadway	Acess	Mid-valley route
Summit	Kamas	Planning Commission	Roadway	Safety	Cars stopping on SR-150
Summit	Kamas	Planning Commission	Roadway	Safety	Need pullouts? Signs?
Uintah	Naples	Individual	Roadway	Safety	Reduce speed limit on Heber City's Main St;
Uintah	Naples	Individual	Roadway	Congestion	create a truck bypass to lighten traffic on Main St.
Summit	Park City	Chamber of Commerce	Issue	Partnership	Innovative public/private partners
Summit	Park City	Chamber of Commerce	Roadway	Congestion	224 - 3 lanes in am/pm - reversable lanes
Summit	Park City	Chamber of Commerce	Roadway	Congestion	248 peak periods "back door" out of Park City
Summit	Park City	Chamber of Commerce	Roadway	Signs/signals	Need signage for 18 wheelers to slow down in Parley's Canyon
Summit	Park City	Chamber of Commerce	Issue	Other	Need enforcement in Parley's Canyon, up and down canyon
Summit	Park City	Chamber of Commerce	Roadway	Signs/signals	Need signage to mark side of road up and down canyon
Summit	Park City	Chamber of Commerce	Roadway	Other	511 Expansion?
Summit	Park City	Chamber of Commerce	mode	Public transp	Transit?
Summit	Park City	Chamber of Commerce	Modes	Pedestrian	Safe routes to school
Summit	Park City	Chamber of Commerce	Modes	Other	Park and Ride to help reduce congestion
Summit	Park City	Chamber of Commerce	Issue	Partnership	Partner to get ahead of congestion
Summit	Park City	Chamber of Commerce	Roadway	Acess	Year around roads access 224 to Wasatch County
Summit	Park City	Rotary Club	Modes	Bicycling	Road cut on SR-248 at Rail trail for non-motorized transportation
Summit	Park City	Rotary Club	Roadway	Safety	SR 6 to SR 191 is dangerous

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County	City	Org/Ind	Topic	Sub-topic	Comment
Summit	<b>Park City</b>	Rotary Club	Issue	Costs	Toll roads - consider for high cost projects
Summit	<b>Park City</b>	Rotary Club	Roadway	Signs/signals	SR 224 Kimball to Park City
Summit	<b>Park City</b>	Rotary Club	Roadway	Signs/signals	Signs to airport at Kimball
Summit	<b>Park City</b>	Rotary Club	Roadway	Signs/signals	Why do signs disappear?
Summit	<b>Park City</b>	Rotary Club	Issue	Environmental	EIS SR 35 - tanker and haz mat
Summit	<b>Park City</b>	Rotary Club	Roadway	Maintenance	SR-246 Park City to Kamas construction mud and gravel
Summit	<b>Park City</b>	Planning Commission	Modes	Public transp	Need public transportation between Park City and Salt Lake City
Summit	<b>Park City</b>	Planning Commission	Roadway	Maintenance	Deer Valley Drive retaining wall, concerned about the safety of the wall
Summit	<b>Park City</b>	Planning Commission	Roadway	Other	SR-224 at Royal Street - they DO NOT want the road past this point improved
Summit	<b>Park City</b>	Planning Commission	Modes	Bicycling	Want more bike paths built into the highway system
Summit	<b>Park City</b>	Planning Commission	Modes	Bicycling	Want bridge over SR-248 for Rail to Trails
Summit	<b>Park City</b>	Planning Commission	Roadway	Aesthetics	Consider aesthetics when building highways
Summit	<b>Park City</b>	Planning Commission	Roadway	Bridge	I-80 bridges (Parley's) - are there plans to replace existing bridges to bring up to existing earthquake design standards?
Summit	<b>Park City</b>	Individual	Roadway	Signs/signals	Put more reflective markers along I-80 in Parley's Canyon
Salt Lake City	<b>Salt Lake City</b>	Individual	Modes	Pedestrian	Sidewalks from Main St. to 900 W. have no curb openings for wheelchairs
Salt Lake City	<b>Salt Lake City</b>	Individual	Modes	Special needs	Funding needs to be provided for transportation for disabled people needing to go to medical appts etc.
Wasatch	<b>Heber City</b>	Ind	Modes	Public transp	Install light rail along US 40 to Provo to SLC and up Parley's Canyon to Park City and Heber.
Tooele	<b>Tooele</b>	Chamber of Commerce	Roadway	Other	Tunnel
Tooele	<b>Tooele</b>	Chamber of Commerce	Issue	Partnership	Mid Valley Highway and Interchange 1; local funding built to state standard
Tooele	<b>Tooele</b>	Chamber of Commerce	Roadway	Other	Haul Road from SP to interstate and Interchange 2
Tooele	<b>Tooele</b>	Chamber of Commerce	mode	Public transp	Commuter Rail using existing rail lines
Tooele	<b>Tooele</b>	Chamber of Commerce	Roadway	Congestion	Truck bypass
Tooele	<b>Tooele</b>	Chamber of Commerce	Roadway	Signs/signals	Don't want too many lights on Main
Tooele	<b>Tooele</b>	Chamber of Commerce	Roadway	Signs/signals	Need light at 1000 North and Main
Tooele	<b>Tooele</b>	Chamber of Commerce	Roadway	Safety	Speed limit doesn't make sense
Tooele	<b>Tooele</b>	Chamber of Commerce	Modes	Other	Park and Ride Lots
Tooele	<b>Tooele</b>	Chamber of Commerce	Issue	Partnership	Is it possible to use church lots?
Tooele	<b>Tooele</b>	Chamber of Commerce	Modes	Public transp	Better bus schedule - UTA
Tooele	<b>Tooele</b>	Chamber of Commerce	Roadway	Signs/signals	Roundabouts where functional
Tooele	<b>Tooele</b>	Chamber of Commerce	Roadway	Safety	Speed limit
Tooele	<b>Tooele</b>	Chamber of Commerce	Roadway	Congestion	Widen Droubay and interchange
Tooele	<b>Tooele</b>	Chamber of Commerce	Roadway	Safety	Increase speed limit
Tooele	<b>Tooele</b>	Individual	Roadway	Maintenance	Plans to divert traffic off of Hwy 36?
Tooele	<b>Tooele</b>	Individual	Issue	Other	Need to widen Sheep Lane and extend it to freeway (Hwy 86)



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County	City	Org/Ind	Topic	Sub-topic	Comment
Duchesne	Duchesne	Senior Center	Modes	Public transp.	Public Transit
Duchesne	Duchesne	Senior Center	Roadway	Access	Vernal to Heber
Duchesne	Duchesne	Senior Center	Roadway	Access	Heber to Salt Lake
Duchesne	Duchesne	Senior Center	Roadway	Access	Heber to Provo/Orem
Duchesne	Duchesne	Senior Center	Roadway	Signs/signals	Hwy signs in fruitland to slow traffic down
Duchesne	Duchesne	Senior Center	Roadway	Safety	Slow traffic up thorough Strawberry
Duchesne	Duchesne	Senior Center	Roadway	Signs/signals	Overhead light at US40 & SR 208
Duchesne	Duchesne	Senior Center	Roadway	Signs/signals	Light by fruitland store
Duchesne	Duchesne	Senior Center	Roadway	Bridge	Red Creek
Duchesne	Duchesne	Senior Center	Roadway	Safety	Slow down for School Buses at Hwy 40 near Altamonte
Duchesne	Duchesne	Senior Center	Roadway	Congestion	Widen US40 - Heber to Vernal
Duchesne	Duchesne	Senior Center	Modes	Trucks	Truck traffic
Duchesne	Duchesne	Senior Center	Roadway	Maintenance	Pave with something other than blacktop
Duchesne	Duchesne	Senior Center	Modes	Other	Laws for ATV's
Duchesne	Duchesne	Senior Center	Modes	Safety	Educate RV owners
Duchesne	Duchesne	Lion's Club	Issues	Economics	Nine Mile Canyon Coalition
Duchesne	Duchesne	Lion's Club	Issues	Costs	:Working/Looking into funds
Duchesne	Duchesne	Lion's Club	Roadway	Bridge	400 S./400 E. bridge - City owned, needs work
Duchesne	Duchesne	Lion's Club	Modes	Pedestrian	Sidewalks - SR191 - US40 to cemetary
Duchesne	Duchesne	Lion's Club	Modes	Pedestrian	Sidewalks - SR191 - US40 to cemetary
Duchesne	Duchesne	Lion's Club	Roadway	Maintenance	Main St: US 40 & SR87 - Drainage problem on new project
Duchesne	Duchesne	Lion's Club	Roadway	Maintenance	Cross streets need re-grading (19 W. Main)
Duchesne	Duchesne	Lion's Club	Roadway	Maintenance	Rotomill Main?
Duchesne	Duchesne	Lion's Club	Issues	Environmental	Noise Ordinance
Duchesne	Duchesne	Lion's Club	Roadway	Signs/signals	Signs need to be placed - quoted by UDOT @ \$1200/ea.
Duchesne	Duchesne	Lion's Club	Modes	Trucks	"Jake Brake" on all SR's into town
Duchesne	Duchesne	Lion's Club	Roadway	Signs/signals	Need signs
Duchesne	Duchesne	Lion's Club	Issues	Growth	SR-87: Inc. traffic with prison
Duchesne	Duchesne	Lion's Club	Modes	Pedestrian	sidewalks extend
Duchesne	Duchesne	Lion's Club	Modes	Pedestrian	:North to top of hill
Duchesne	Duchesne	Lion's Club	Issues	Growth	New subdivisions in area
Duchesne	Duchesne	Lion's Club	Roadway	Safety	sight distance at crest
Duchesne	Duchesne	Lion's Club	Roadway	Bridge	SR87/400 N. bridge - fencing
Duchesne	Duchesne	Lion's Club	Roadway	Safety	Causes significant sight distance problem w/ adjacent intersection
Duchesne	Duchesne	Lion's Club	Roadway	Aesthetics	US40 & Old Highway 40 triangle needs fill to make a park.
Duchesne	Duchesne	Lion's Club	Modes	Other	OHV trails - Indian Canyon into town
Duchesne	Duchesne	Lion's Club	Roadway	Congestion	SR-87: widening
Duchesne	Duchesne	Lion's Club	Roadway	Safety	SR 87: realignment
Duchesne	Duchesne	Lion's Club	Roadway	Safety	SR-87 Add shoulders
Duchesne	Duchesne	Lion's Club	Roadway	Congestion	US40: Passing lanes B/T Duchesne & Roosevelt
Duchesne	Duchesne	Lion's Club	Roadway	Congestion	Passing Lanes Fruitland area

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County	City	Org/Ind	Topic	Sub-topic	Comment
Duchesne	Duchesne	Lion's Club	Modes	Special needs/rural	Rural Transit
Duchesne	Duchesne	Lion's Club	Modes	Special needs/rural	Dial up needed
Duchesne	Duchesne	Lion's Club	Modes	Special needs/rural	Not Sr. Center Service
Duchesne	Duchesne	Individual	Roadway	Maintenance	Roadway between Midview and Myton is rough-lots of potholes.
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Special needs/rural	Senior Services
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Special needs/rural	1-2 passengers for longer trips
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Special needs/rural	Some trips are out of state
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Access	Myton - access off of SR-40
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Access	Sinclair station has 1 turn in, 1 turn out
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Access	Would like 2 in to Sinclair on SR-40
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Signs/signals	Hwy 40 at Grocery store: Caution lights to slow traffic
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Safety	Hwy 40 at Grocery store: Caution lights to slow traffic
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Safety	Posted speed at 50 from Bottle Hollow east
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Safety	Accidents
Uintah	Fort Duchesne	Ute Indian Tribe	Issues	Other	July 4th activities
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Signs/signals	More advance signage
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Maintenance	Better striping at intersection
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Pedestrian	Ped Crossing at SR-40
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Maintenance	What is the criteria to get roads maintained?
Uintah	Fort Duchesne	Ute Indian Tribe	Issue	Other	School bus and residential
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Maintenance	10th East in LaPoint (north of SR-40) - county road
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Maintenance	Independence Road - Four Corners to Roosevelt
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Other	Important future road - county road
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Other	Ft. Duchesne road is U-88
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Bicycling	Widen shouldsers for bike and ped
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Pedestrian	Widen shouldsers for bike and ped
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Safety	Travel lanes are narrow
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Safety	Look at 'Dead Man's' curve
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Safety	Blind spot to get onto US 40 from Todd Elementary
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Safety	Todd Elementary and Jr. High are on US 40
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Pedestrian	School Crossing
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Pedestrian	Safe Routes to School
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Pedestrian	Need sidewalks both sides of US 40
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Pedestrian	:Elementary to U-88
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Bicycling	Enhancement:Senior Center Pond trail system
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Pedestrian	Enhancement:Senior Center Pond trail system
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Public transp.	Bus stop shelters
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Other	Little Chicago to Alcohol/Head start Road about 1 mile
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Maintenance	Needs paved surface
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Public transp.	buses use on most days
Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Public transp.	U-88 Nebco Corner Is a bus stop

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Uintah	Fort Duchesne	Ute Indian Tribe	Modes	Public transp.	Need shelters
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Safety	slow traffic
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Safety	U-88 at housing units - slow down
Uintah	Fort Duchesne	Ute Indian Tribe	Issues	Partnership	Develop Master Plan that includes Ft. Duch3esne, Randlett, Ouray, White Rocks, Myton, Indian Bench, Hilltop, Neola
Uintah	Fort Duchesne	Ute Indian Tribe	Roadway	Safety	Myton - US 40 curve difficult to drive
Tooele	Ibapah	Goshute Indian Tribe	Roadway	Safety	Safety Co-road to SR
Tooele	Ibapah	Goshute Indian Tribe	Roadway	Maintenance	Pavement Cond.
Tooele	Ibapah	Goshute Indian Tribe	Modes	Special needs/rural	Bus
Tooele	Ibapah	Goshute Indian Tribe	Issue	Economics	Pony Exp. Trail
Tooele	Ibapah	Goshute Indian Tribe	Roadway	Safety	Guard Rail
Wasatch	Heber	Chamber of Commerce	Roadway	Access	Provo Canyon Priority
Wasatch	Heber	Chamber of Commerce	Issue	Other	Dis-proportionate Impact from visitors
Wasatch	Heber	Chamber of Commerce	Modes	Bicycling	Bike/Ped friendly x-ings (all of main)
Wasatch	Heber	Chamber of Commerce	Modes	Pedestrian	Bike/Ped friendly x-ings (all of main)
Wasatch	Heber	Chamber of Commerce	Roadway	Congestion	Bypass
Wasatch	Heber	Chamber of Commerce	Roadway	Safety	Slow traffic down!
Wasatch	Heber	Chamber of Commerce	Roadway	Safety	Speed limits too high
Wasatch	Heber	Chamber of Commerce	Roadway	Safety	Speed limits not enforced
Wasatch	Heber	Chamber of Commerce	Roadway	Access	Quicker routes from W.F.
Wasatch	Heber	Chamber of Commerce	Roadway	Safety	Safer routes
Wasatch	Heber	Chamber of Commerce	Roadway	Congestion	Widen Provo Canyon
Wasatch	Heber	Chamber of Commerce	Modes	Trucks	Trucks too fast
Wasatch	Heber	Chamber of Commerce	Issue	Other	Par, School
Wasatch	Heber	Chamber of Commerce	Roadway	Other	Main St. Midway: Curb
Wasatch	Heber	Chamber of Commerce	Roadway	Signs/signal	:Signal
Wasatch	Heber	Chamber of Commerce	Roadway	Congestion	:turn lanes
Wasatch	Heber	Chamber of Commerce	Roadway	Maintenance	:drainage
Wasatch	Heber	Chamber of Commerce	Roadway	Aesthetics	:amenities
Wasatch	Heber	Chamber of Commerce	Roadway	Access	Interchange
Wasatch	Heber	Individual	Roadway	Maintenance	When will roadwork be completed between Nephi and Scipio?--difficult to drive on.
Wasatch	Heber	Individual	Roadway	Maintenance	Rockslides in Provo Canyon make Hwy 189 dangerous.
Wasatch	Heber	Individual	Roadway	Safety	Rockslides in Provo Canyon make Hwy 189 dangerous.
Wasatch	Heber	Individual	Modes	Trucks	Truck traffic should be moved off of Main St. in Heber City.
Wasatch	Heber	Individual	Roadway	Congestion	Add additional lanes to highway in Provo Canyon. Driving conditions very dangerous.
Wasatch	Heber	Rotary Club	Roadway	Signs/signal	Center Street & main - Signal
Wasatch	Heber	Rotary Club	Roadway	Congestion	By-Pass? Most in Favor
Wasatch	Heber	Rotary Club	Issue	Economics	Concerned for business in Heber downtown
Wasatch	Heber	Rotary Club	Issue	Other	Community Input
Wasatch	Heber	Rotary Club	Issue	Other	Zoning along By-pass
Wasatch	Heber	Rotary Club	Issue	Partnership	Better Decision Making

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County	City	Org/Ind	Topic	Sub-topic	Comment
Wasatch	Heber	Rotary Club	Roadway	Access	Midway Interchange Changes
Wasatch	Heber	Rotary Club	Roadway	Signs/signal	Sensors on Midway Intersection
Wasatch	Heber	Planning Commission	Roadway	Maintenance	Concrete to Asphalt
Wasatch	Heber	Planning Commission	Issue	Other	Study Geulua to insure road is in right place
Wasatch	Heber	Planning Commission	Modes	Railroad	SR113 Provo river & Heber RR.
Wasatch	Heber	Planning Commission	Roadway	Other	Charleston - Midway
Wasatch	Heber	Planning Commission	Roadway	Congestion	By-pass
Wasatch	Heber	Planning Commission	Roadway	Signs/signal	Signal on Main Street, Center Street & 3rd
Wasatch	Heber	Planning Commission	Roadway	Other	Realign US40 around the city
Emery	Huntington	Individual	Roadway	Congestion	Make Hwy 6 a 4-lane road between Helper & Spanish Fork.
Daggett	Manila	Planning Commission	Issue	Economics	Tourist 49% of income
Daggett	Manila	Planning Commission	Issue	Economics	10% privately owned
Daggett	Manila	Planning Commission	Issue	Economics	rest: federal & state
Daggett	Manila	Planning Commission	Issue	Economics	2-3 + million visitor/year
Daggett	Manila	Planning Commission	Roadway	Maintenance	Maintain surface
Daggett	Manila	Planning Commission	Roadway	Maintenance	Maintain approaches
Daggett	Manila	Planning Commission	Issue	Economics	Small tax base
Daggett	Manila	Planning Commission	Issue	Maintenance	Co. Rd. needs paved - tourist
Daggett	Manila	Planning Commission	Roadway	Other	MP14 on SR-44
Daggett	Manila	Planning Commission	Roadway	Other	West 40 miles to McKinnon, WY
Daggett	Manila	Planning Commission	Roadway	Safety	Sheep Creek Geol. Loop (USFS): Shoulder widening
Daggett	Manila	Planning Commission	Roadway	Safety	Clay Basin Road (to Maybelle) Heavy accident rate
Daggett	Manila	Planning Commission	Roadway	Safety	:Very steep
Daggett	Manila	Planning Commission	Modes	Pedestrian	School route - Dutch John
Daggett	Manila	Planning Commission	Roadway	Maintenance	town streets are unpaved
Daggett	Manila	Planning Commission	Modes	Pedestrian	all roads are school routes
Daggett	Manila	Planning Commission	Roadway	Congestion	accel/decel lanes
Daggett	Manila	Planning Commission	Roadway	Congestion	turn lanes
Daggett	Manila	Planning Commission	Modes	Trucks	oversize loads - regularly
Daggett	Manila	Planning Commission	Roadway	Bridges	no bridges
Daggett	Manila	Planning Commission	Issue	Other	no powerlines
Daggett	Manila	Planning Commission	Roadway	Safety	Guardrail/barriers
Daggett	Manila	Planning Commission	Roadway	Maintenance	Airport Road in poor condition
Daggett	Manila	Planning Commission	Roadway	Maintenance	Chettyville Road
Daggett	Manila	Planning Commission	Roadway	Maintenance	Captain's Cove
Daggett	Manila	Planning Commission	Modes	Bicycling	Annual x-C bike race
Daggett	Manila	Planning Commission	Modes	Bicycling	bike trail proposed Manila - Marina
Daggett	Manila	Planning Commission	Roadway	Other	Bennion Lane
Daggett	Manila	Planning Commission	Issue	Partnership	attend Co. Commission mtg.
Juab	Nephi	County Commission	Roadway	Maintenance	Asphalt vs. Concrete
Juab	Nephi	County Commission	Roadway	Maintenance	Cost/Safety?

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County	City	Org/Ind	Topic	Sub-topic	Comment
Juab	Nephi	County Commission	Roadway	Maintenance	SR41 - Crown - Years of overlay
Juab	Nephi	County Commission	Roadway	Maintenance	Drainage
Juab	Nephi	County Commission	Roadway	Aesthetics	Main St. - Streetscape: Tea 21 Money
Juab	Nephi	County Commission	Roadway	Maintenance	SR 132 - Center I/C on I-15 to SR 41: Drainage a big issue
Juab	Nephi	County Commission	Roadway	Maintenance	Need convergance from SR132 to a big hollow drainage
Juab	Nephi	County Commission	Roadway	Aesthetics	I-15 I/C landscaping @ 222 & 225
Juab	Nephi	County Commission	Roadway	Safety	I-15 I/C @ 222: Poor sight distance
Juab	Nephi	County Commission	Roadway	Other	Geometry of Ramp Terminals
Juab	Nephi	County Commission	Roadway	Access	Frontage RD: East side between 222 & 228 I/C's: 1/2 mile segment needs to be done.
Juab	Nephi	County Commission	Roadway	Congestion	SR 132: Passing lane - make longer from the South Meadow West Creek
Juab	Nephi	County Commission	Roadway	Congestion	Dog Valley: SR 132 about 10 mi. West need a turning lane
Juab	Nephi	County Commission	Roadway	Signs/signals	Signing/Striping?
Juab	Nephi	County Commission	Roadway	Maintenance	Signing/Striping?
Juab	Nephi	County Commission	Roadway	Safety	Dangerous w/cars passing on left w/a lft turning car.
Juab	Nephi	County Commission	Roadway	Congestion	Priority - SR 28: MP 37 Decel/Accel lane for the Moroni/IFA feed at
Juab	Nephi	County Commission	Roadway	Other	Co. Road 91 - Priority
Juab	Nephi	County Commission	Roadway	Other	Utah Co. to Momo
Juab	Nephi	County Commission	Roadway	Maintenance	In CD & 2004 for segment - make a bigger project
Juab	Nephi	County Commission	Issue	Partnership	I-15 places additional load on emergency services - can UDOT help?
Juab	Nephi	County Commission	Issue	Costs	SR 132 - East: Had a \$12 M & 9M project that was not allocated. Only \$3 or 4M spent, need to do project as designed.
Juab	Nephi	County Commission	Roadway	Congestion	Passing lanes re-striped making them too short (lower power plant)
Duchesne	Roosevelt	Chamber of Commerce	Issue	Growth	US 40 - Inc. Traffic
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Congestion	Needs four passing lanes
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Congestion	Roosevelt to Vernal w/ passing lanes
Duchesne	Roosevelt	Chamber of Commerce	Modes	Trucks	Tanker traffic
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Congestion	Geometry of roadway offers little passing opportunities
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Other	Ballard to Hilltop
Duchesne	Roosevelt	Chamber of Commerce	Issue	Economics	Vernal - Now retail sector for area (regional hub)
Duchesne	Roosevelt	Chamber of Commerce	Modes	Trucks	Roosevelt - Trucks part of community & support
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Safety	SR-121 & 200 N. - 3 legged intersection with schools, church, hospital; Talked about, no action
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Other	Rest area @ Pinion Ridge Why closed last summer
Duchesne	Roosevelt	Chamber of Commerce	Issue	Other	Duchesne Chamber info/maps!
Duchesne	Roosevelt	Chamber of Commerce	Issue	Economics	Roosevelt Downtown Revitalization
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Aesthetics	Street lighting
Duchesne	Roosevelt	Chamber of Commerce	Modes	Pedestrian	Handicap - ADA access?
Duchesne	Roosevelt	Chamber of Commerce	Modes	Pedestrian	X-walks
Duchesne	Roosevelt	Chamber of Commerce	Modes	Pedestrian	Ped Friendly
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Aesthetics	Parking
Duchesne	Roosevelt	Chamber of Commerce	Issue	Partnership	off-street: work w/ private

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County	City	Org/Ind	Topic	Sub-topic	Comment
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Aesthetics	on-street: works ok.
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Signs/signals	Signage, Striping for US-40 & US-191 N
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Signs/signals	US 40 to Neola Signage
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Signs/signals	US 40 / 120 Intersection
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Aesthetics	Island enhancements
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Bridge	Re-engineer narrow bridge chokepoint
Duchesne	Roosevelt	Chamber of Commerce	Modes	Other	Airport - Roosevelt to SLC
Duchesne	Roosevelt	Chamber of Commerce	Modes	Special needs/rural	Heber to Tunnel to SLC - Transit?
Duchesne	Roosevelt	Chamber of Commerce	Modes	Special needs/rural	US 40 Transit?
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Access	Roosevelt - destination
Duchesne	Roosevelt	Chamber of Commerce	Issue	Growth	Rural Leisure
Duchesne	Roosevelt	Chamber of Commerce	Issue	Growth	2nd Homes
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Aesthetics	Gateways - US 40 / SR 121
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Aesthetics	:US 40 / Lagoon - Central
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Aesthetics	:US 40: Westside of Town
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Aesthetics	:US 40 / State St. & Signal
Duchesne	Roosevelt	Chamber of Commerce	Modes	Special needs/rural	Transit: UBAO6 being looked at
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Access	US 40: Access improvements
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Maintenance	Maintence shed: Relo when opportunity exists
Duchesne	Roosevelt	Planning Commission	Modes	Pedestrian	#1 Safety 200 North SR-121 Jr. High
Duchesne	Roosevelt	Planning Commission	Roadway	Other	Y connect visability more of a 90 degrees
Duchesne	Roosevelt	Planning Commission	Roadway	Access	Overlays makes access problems
Duchesne	Roosevelt	Planning Commission	Roadway	Other	Lane convergence SR-40 westbound
Duchesne	Roosevelt	Planning Commission	Roadway	Bridge	Intersection widen bridge
Duchesne	Roosevelt	Planning Commission	Roadway	Aesthetics	Curb & gutter lighting Main street
Duchesne	Roosevelt	Planning Commission	Roadway	Safety	Larry Montaya median
Duchesne	Roosevelt	Planning Commission	Roadway	Maintenance	Grates on SR-40 need to be fixed
Duchesne	Roosevelt	Planning Commission	Modes	Pedestrian	Sidewalk issues
Duchesne	Roosevelt	Planning Commission	Roadway	Bridge	Bridge maintenece - paint
Duchesne	Roosevelt	Planning Commission	Roadway	Congestion	ask about 4 lane to Loa
Duchesne	Roosevelt	Planning Commission	Modes	Pedestrian	300 North sidewalk one side
Duchesne	Roosevelt	Planning Commission	Modes	Pedestrian	School issue
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Congestion	SR-40: 4-lane Vernal to Roosevelt (high volume traffic)
Duchesne	Roosevelt	Chamber of Commerce	Modes	Trucks	trucks a problem for passing on two-lane hwy
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Safety	trucks a problem for passing on two-lane hwy
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Signs/signal	Need signal near H.S.
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Signs/signal	Need signal US-40 & 500 S.
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Safety	Sr-40 & 100 S. Safety concern (nees LT lane) (Need left turn light, side streets)
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Signs/signal	Signal 1000 S. - US40
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Other	Raised Islands US-40
Duchesne	Roosevelt	Chamber of Commerce	Modes	Railroad	Railroad to Colorado (future)

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County	City	Org/Ind	Topic	Sub-topic	Comment
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Congestion	Freeway to Heber (future)
Duchesne	Roosevelt	Chamber of Commerce	Modes	Trucks	Runaway truck ramp SR-191 by S.F. mine
Duchesne	Roosevelt	Chamber of Commerce	Roadway	Bridge	Utah Guard - small bridge for Ouray Bridge (temp bridge)
Duchesne	Roosevelt	Planning Commission	Roadway	Maintenance	SR-40 Pavement between Jensen & State
Duchesne	Roosevelt	Planning Commission	Modes	Trucks	SR-40: Following slow trucks
Duchesne	Roosevelt	Planning Commission	Roadway	Congestion	passing lanes on two-lane highway
Duchesne	Roosevelt	Planning Commission	Roadway	Congestion	SR-191/SR-40: turn outs, passing lanes
Duchesne	Roosevelt	Planning Commission	Roadway	Other	Wellington to Green River: turn outs
Duchesne	Roosevelt	Planning Commission	Roadway	Other	SR-40: Duchesne to Myton: turn outs
Duchesne	Roosevelt	Planning Commission	Roadway	Safety	speed limit by walmart SR-40 Vernal
Duchesne	Roosevelt	Planning Commission	Roadway	Safety	Lower speed at west end of Vernal (currently 50 mph)
Duchesne	Roosevelt	Planning Commission	Roadway	Safety	No Pass zones West of Myton Appear too long & don't allow enough opportunity to pass
Duchesne	Roosevelt	Planning Commission	Issue	Partnership	Suggest that UDOT review
Duchesne	Roosevelt	Planning Commission	Roadway	Congestion	Roosevelt to Vernal: passing lanes (this section was singled out)
Duchesne	Roosevelt	Planning Commission		Other	Road from Grand to Uintah
Duchesne	Roosevelt	Planning Commission		Other	SR-88 over Book Cliffs
Duchesne	Roosevelt	Planning Commission	Issue	Partnership	Grand & Uintah counties are not in agreement apparently over whether this should be a project
Duchesne	Roosevelt	Planning Commission	Roadway	Signs/signals	SR-121: signal in front of H.S.(problem during peak hours)
Duchesne	Roosevelt	Planning Commission	Roadway	Signs/signals	SR-40: signal by Walmart
Duchesne	Roosevelt	Planning Commission	Roadway	Signs/signals	Request signal studies on SR-40 by Walmart; 500 S.
Duchesne	Roosevelt	Individual	Roadway	Aesthetics	Replace old street lighting and install traffic control device along Hwy 40 in Roosevelt.
Duchesne	Roosevelt	Individual	Roadway	Signs/signals	Replace old street lighting and install traffic control device along Hwy 40 in Roosevelt.
Weber	Uintah	Individual	Roadway	Congestion	Highway 40, between Vernal & Duchesne, needs passing lanes.
Weber	Uintah	Individual	Roadway	Signs/signal	Stoplights needed on 121-near high school.
Weber	Uintah	Individual	Roadway	Signs/signal	Traffic signals badly needed along Hwy 40 in Naples,
Weber	Uintah	Individual	Modes	Pedestrian	elementary school children and park patrons at risk.
Uintah	Vernal	Individual	Roadway	Maintenance	Hwy 40 roadway lines need to be repainted
Uintah	Vernal	Individual	Roadway	Congestion	Create 4-lane hwy from Vernal to Heber.
Uintah	Vernal	Individual	Roadway	Maintenance	Reopen the SeepRidge Rd project (paved hwy from Uintah to Grand Co.)
Uintah	Vernal	Individual	Roadway	Safety	Along Hwy 40, 5 miles W. of Vernal, 3-lane to 2-lane change, very dangerous with 65 mph speed limit
Summit	Park City	Ind	Modes	Public transp.	Install light rail along US 40 to Provo to SLC & up Parley's Canyon to Park City and Heber.
Duchesne	Duchesne	Ind	Roadway	Maintenance	Need highway lines visible at night in Strawberry Valley and Daniel's Canyon
Duchesne	Duchesne	Ind	Modes	Trucks	"Jake Brakes" are used excessively on SR87 southbound into Duchesne City
Duchesne	Duchesne	Ind	Roadway	Bridge	Bridge over Duchesne River on SR87 needs some help
Duchesne	Duchesne	Ind	Modes	Pedestrian	No sidewalks exist on 300 N. in Duchesne where school children walk
Wasatch	Heber City	Ind	Roadway	Other	Finish Provo Canyon
Wasatch	Heber City	Ind	Roadway	Congestion	Create bypass for Heber's Main St.

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District	County	City	Org/Ind	Topic	Sub-topic	Comment
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Maintenance	I-15 pavement - South of Beaver
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Congestion	Beaver exits MP-112 & South exit need additional decel lanes
Cedar	Beaver	Beaver	City-Co. Planning	Modes	Trucks	Truck traffic not paying fair share of maintenance
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Maintenance	Annual review needed on bus turn arounds
Cedar	Beaver	Beaver	City-Co. Planning	Modes	Pedestrian	300 North school crossing (Main)
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Signs/signals	Problem with school-zone sign being knocked down
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Safety	Speeding
Cedar	Beaver	Beaver	City-Co. Planning	Issue	Other	Traffic study needs to be done in summer - higher volumes
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Maintenance	Pavement condition on I-15
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Aesthetics	Main St. lighting deteriorated
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Aesthetics	Freeway gateway landscaping
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Access	Additional interchange(s) (SR-21)
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Access	Frontage roads
Cedar	Beaver	Beaver	City-Co. Planning	Issue	Growth	New growth to NE
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Access	can SR-153 be kept open all-year?
Cedar	Beaver	Beaver	City-Co. Planning	Modes	Pedestrian	Sidewalks / bike paths on SR-153
Cedar	Beaver	Beaver	City-Co. Planning	Modes	Bicycling	Sidewalks / bike paths on SR-153
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Maintenance	Rockfall on SR-153
Cedar	Beaver	Beaver	City-Co. Planning	Modes	Special needs/rural	Univ. Shuttle to Cedar City
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Other	Lane separation truck/auto
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Other	ITS - webcams - 511
Cedar	Beaver	Beaver	City-Co. Planning	Roadway	Other	Know before you go
Cedar	Beaver	Beaver	Chamber of Commerce	Roadway	Access	Center interchange @ SR-21
Cedar	Beaver	Beaver	Chamber of Commerce	Modes	Railroad	RR Overpass in Milford
Cedar	Beaver	Beaver	Chamber of Commerce	Roadway	Signs/signals	200 N stoplight?
Cedar	Beaver	Beaver	Chamber of Commerce	Roadway	Safety	Sight distance center/main
Cedar	Beaver	Beaver	Chamber of Commerce	Modes	Pedestrian	Belnap school crosswalk
Cedar	Beaver	Beaver	Chamber of Commerce	Modes	Pedestrian	Safety
Cedar	Beaver	Beaver	Chamber of Commerce	Roadway	Aesthetics	Main street improvements
Cedar	Beaver	Beaver	Chamber of Commerce	Issue	Growth	Future Community College
Cedar	Beaver	Beaver	Chamber of Commerce	Issue	Growth	Traffic demand from Circle 4
Cedar	Beaver	Beaver	Individual	Roadway	Congestion	Add 3rd lane to N. & S. Interchange on I-15 at Beaver.
Cedar	Beaver	Beaver	Individual	Modes	Bicycling	Add bike trail to Hwy 153.
Cedar	Iron	Cedar City	Chamber of Commerce	Roadway	Congestion	Cedar City By-Pass:
Cedar	Iron	Cedar City	Chamber of Commerce	Issue	Environment	Co. doing an EA
Cedar	Iron	Cedar City	Chamber of Commerce	Issue	Other	Concerns w/ property takes
Cedar	Iron	Cedar City	Chamber of Commerce	Modes	Trucks	Concerns w/ coal haul trucks
Cedar	Iron	Cedar City	Chamber of Commerce	Modes	ped	Center Street: Lots of Peds w/ SUU
Cedar	Iron	Cedar City	Chamber of Commerce	Issue	Other	SUU needs more student parking
Cedar	Iron	Cedar City	Chamber of Commerce	Roadway	Signs/signals	Traffic signal coordination needed
Cedar	Iron	Cedar City	Chamber of Commerce	Modes	Pedestrian	Main St.: Mid-block x-walk - hard to see pedestrians
Cedar	Iron	Cedar City	Chamber of Commerce	Modes	Pedestrian	Drivers need to be more aware of peds
Cedar	Iron	Cedar City	Chamber of Commerce	Roadway	Signs/signals	Drivers need to be more aware of peds
Cedar	Iron	Cedar City	Chamber of Commerce	Modes	Pedestrian	No x-walks B/T 200 N. and 600 N.
Cedar	Iron	Cedar City	Chamber of Commerce	Roadway	Signs/signals	Main/400 N. congested, but still does not meet warrants



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District	County	City	Org/Ind	Topic	Sub-topic	Comment
Cedar	Iron	<b>Cedar City</b>	Chamber of Commerce	Modes	Pedestrian	School x-ing - center/800 W.
Cedar	Iron	<b>Cedar City</b>	Chamber of Commerce	Roadway	Maintenance	Improved striping
Cedar	Iron	<b>Cedar City</b>	Chamber of Commerce	Roadway	Access	N. Interchange: SB I-15 Ramp - hard to see traffic from Enoch on
Cedar	Iron	<b>Cedar City</b>	Chamber of Commerce	Roadway	Safety	N. Interchange: SB I-15 Ramp - hard to see traffic from Enoch on
Cedar	Iron	<b>Cedar City</b>	Chamber of Commerce	Issue	Other	S. Interchange: sheep and cattle crossing
Cedar	Iron	<b>Cedar City</b>	Chamber of Commerce	Issue	Growth	Retirees moving in
Cedar	Iron	<b>Cedar City</b>	Chamber of Commerce	Issue	Economics	Businesses struggling
Cedar	Iron	<b>Cedar City</b>	Chamber of Commerce	Issue	Economics	High paying jobs few
Cedar	Iron	<b>Cedar City</b>	Chamber of Commerce	Modes	Railroad	New RR spur in industrial park planned
Cedar	Millard	<b>Delta</b>	Planning Commission	Modes	Special needs/rural	Public Transportation
Cedar	Millard	<b>Delta</b>	Planning Commission	Modes	Special needs/rural	Transportation to other cities
Cedar	Millard	<b>Delta</b>	Planning Commission	Issue	Partnership	Time frame for receiving grants/funds
Cedar	Millard	<b>Delta</b>	Planning Commission	Modes	Pedestrian	Pedestrian crossings-Main Street
Cedar	Millard	<b>Delta</b>	Planning Commission	Modes	Pedestrian	Sidewalks and shoulders for Peds.
Cedar	Millard	<b>Delta</b>	Planning Commission	Roadway	Maintenance	Pavement condition/surface on Main Street
Cedar	Millard	<b>Delta</b>	Planning Commission	Roadway	Maintenance	Pavement condition from Delta to Eureka
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Modes	Bicycling	Bike - Include Bike Lanes
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Issue	Partnership	Enhancements - Make selections regionally split
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Aesthetics	Lighting - Cedar Main St.
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Congestion	Passing/Truck Lanes - Highway 18:St. George to Enterprise
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Congestion	SR56 - Woolsey Ranch to Newcastle
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Congestion	SR14 - The Canyon -Passing Lanes
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Congestion	SR143 - Parowan to Brian Head -Passing Lanes
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Signs/signals	w/signage 'Trucks must use RH Lane'
Cedar	iron	<b>Enoch</b>	Coordinating Committee	Modes	Trucks	w/signage 'Trucks must use RH Lane'
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Signs/signals	Add signs for truck traffic routes (Best Routes)
Cedar	iron	<b>Enoch</b>	Coordinating Committee	Modes	Trucks	Add signs for truck traffic routes (Best Routes)
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Congestion	SR130 - Look at LTL at busy locations
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Signs/signals	I-15/SR-130 Interchange - Needs traffic signal
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Access	I-15 Exit 57 - Needs to get on stip priority development pressure
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Issue	Environment	5700 West EIS - Kanarville I/C to SR 56
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Issue	Other	Need planning for SR56 to Enoch? Summit?
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Issue	Other	Get Corridor preserved
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Access	I-15 Exit 40: Short SB on-ramp with poor merge
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Congestion	SR 143: LTL for Brian Head Ski Resort
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Other	I-15/Summit mp 71: update
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	mode	Public transp	Transit: Ridership needs to inc.
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	mode	Public transp	Access to system needs improvement/consideration of local system
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Modes	Bicycling	SR 143 - Need shoulders for bike traffic
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Maintenance	I-15: U-20 to Cedar: Pavement needs repair
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Maintenance	Conc. Rdwys need to be re-evaluated
Cedar	Iron	<b>Enoch</b>	Coordinating Committee	Roadway	Safety	Safety Issues - Ride, Ice build-up
Cedar	Beaver	<b>Milford</b>	City Government	Roadway	Maintenance	Overpass @ Railroad
Cedar	Beaver	<b>Milford</b>	City Government	Roadway	Safety	300 W. @ SR/21:School Blind curve

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Cedar	Beaver	Milford	City Government	Roadway	Safety	300 W. @ SR/21:High speed - traffic calming?
Cedar	Beaver	Milford	City Government	Roadway	Safety	North Main St.(SR-257):narrow
Cedar	Beaver	Milford	City Government	Modes	Trucks	North Main St.(SR-257):trucks
Cedar	Beaver	Milford	City Government	Roadway	Safety	North Main St.(SR-257):hospital approach
Cedar	Beaver	Milford	City Government	Roadway	Congestion	Bypass?
Cedar	Beaver	Milford	City Government	Roadway	Aesthetics	On-street parking on Main
Cedar	Beaver	Milford	City Government	Roadway	Aesthetics	Main St. landscaping
Cedar	Beaver	Milford	City Government	Modes	Pedestrian	700 W. - school route sidewalk
Cedar	Beaver	Milford	City Government	Modes	Bicycling	Trail system
Cedar	Beaver	Milford	City Government	Roadway	Safety	Problems with storm-related crashes MP 119 to MP 135
Cedar	Beaver	Milford	City Government	Roadway	Safety	mp 100 to Panguitch turnoff
Cedar	Beaver	Milford	City Government	Roadway	Maintenance	Ride - prefer asphalt to conc.
Cedar	Beaver	Milford	City Government	Roadway	Maintenance	Need better soils info. - reduce subsidence problems
Cedar	Beaver	Milford	City Government	Roadway	Other	Steep embankments on N. Cedar intch.
Cedar	Beaver	Milford	City Government	Modes	Pedestrian	Sidewalks
Cedar	Beaver	Milford	City Government	Modes	Bicycling	SR-153 bike trail
Cedar	Beaver	Milford	City Government	Modes	Special needs/rural	Rural transit expansion
Cedar	Beaver	Milford	City Government	Modes	Special needs/rural	Senior
Cedar	Beaver	Milford	City Government	Issue	Economics	High rate of senior growth
Cedar	Washington	St. George	Senior Center	Roadway	Signs/signals	Roundabouts - some like, some don't
Cedar	Washington	St. George	Senior Center	Issue	Other	SUV tran - Inc. service areas
Cedar	Washington	St. George	Senior Center	Roadway	Maintenance	Criteria for surface - asphalt or concrete
Cedar	Washington	St. George	Senior Center	Issue	Other	Inspection - need more rigorous inspection
Cedar	Washington	St. George	Senior Center	Roadway	Safety	Diagonal/Bluff St. Diagonal entry into Bluff difficult
Cedar	Washington	St. George	Planning Commission	Issue	Other	St. George Blvd - Consider local needs
Cedar	Washington	St. George	Planning Commission	Roadway	Other	So. Corridor
Cedar	Washington	St. George	Planning Commission	Roadway	Other	MP 13 consider HCP on West
Cedar	Washington	St. George	Planning Commission	Roadway	Other	Skyline drive - Implement
Cedar	Washington	St. George	Planning Commission	Roadway	Signs/signals	Sunset/Bluff - Needs some turning RH arrow from Valley View to Sunset
Cedar	Washington	St. George	Planning Commission	Roadway	Other	Bluff to NB SR 18 - Conflict thru W/RT
Cedar	Washington	St. George	Planning Commission	Roadway	Maintenance	St. Gerge Blvd Tunnel
Cedar	Washington	St. George	Planning Commission	Issue	Growth	SR-18: Traffic Inc. w/New development
Cedar	Washington	St. George	Planning Commission	Modes	Bicycling	Trail System
Cedar	Washington	St. George	Planning Commission	Roadway	Signs/signals	I-15 off ramp at Bluff: signal priority to RT turn lanes
Cedar	Washington	St. George	Planning Commission	Roadway	Signs/signals	Signal Coord
Cedar	Washington	St. George	Planning Commission	Issue	Other	R4 planner in St. George: Chamber of C. city support potential to hire a trans, PC.
Cedar	Washington	St. George	Planning Commission	Roadway	Maintenance	Bluff St. - Re striping planned
Cedar	Washington	St. George	Planning Commission	Roadway	Maintenance	St. George Blvd - Needs more permanent tunnel may help.
Cedar	Washington	St. George	Planning Commission	Roadway	Maintenance	Fix: signals, R/W etc.
Cedar	Washington	St. George	Planning Commission	Issue	Other	I-15 corridor - study
Cedar	Washington	St. George	Planning Commission	Roadway	Safety	Leeds/Accidents
Cedar	Washington	St. George	Planning Commission	Roadway	Access	New Interchanges
Cedar	Washington	St. George	Planning Commission	Roadway	Congestion	700 S./I-15: 700 S. needs to be widened & has room to widen to 4-lanes
Cedar	Washington	St. George	Planning Commission	Issue	Partnership	Lobby for Fed funds for trails/sidewalks

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Cedar	Washington	St. George	Planning Commission	Roadway	Safety	speed limits SR9: was 55 now
Cedar	Washington	St. George	Planning Commission	Roadway	Safety	Telegraph @ 45 mph - Needs a speed study Telegraph & SR 9
Cedar	Washington	St. George	Planning Commission	Modes	Pedestrian	St. George Blvd - Include Handicap ramps & audio crossing signals for Peds
Cedar	Washington	St. George	Planning Commission	Modes	Pedestrian	Consider sidewalk ent at Walgreens
Cedar	Washington	St. George	Planning Commission	Modes	Pedestrian	Narrow sidealks - Buffer?
Cedar	Washington	St. George	Planning Commission	Roadway	Access	700 S./I-15 - New interchange
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	More Marketing
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	More Public Education
Cedar	Washington	St. George	URSTA	Issue	Special needs/rural	More Public Education
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	Fund help to local match
Cedar	Washington	St. George	URSTA	Issue	Partnership	Fund help to local match
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	Look at other States Grants/Funding
Cedar	Washington	St. George	URSTA	Issue	Partnership	Look at other States Grants/Funding
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	:California
Cedar	Washington	St. George	URSTA	Issue	Partnership	:California
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	:Colorado
Cedar	Washington	St. George	URSTA	Issue	Partnership	:Colorado
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	Find other fees
Cedar	Washington	St. George	URSTA	Issue	Costs	Find other fees
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	License Taxes
Cedar	Washington	St. George	URSTA	Issue	Costs	License Taxes
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	Box Elder Co.
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	More education/Marketing
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	Reverse Commute \$
Cedar	Washington	St. George	URSTA	Issue	Costs	Reverse Commute \$
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	Iron Co. to Beaver Co.
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	Support, 5 County Area
Cedar	Washington	St. George	URSTA	Issue	Partnership	Support, 5 County Area
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	HEALTH
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	Van Pooling operation
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	Increase # vehicles and operations
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	State source of funding for rural transit needs
Cedar	Washington	St. George	URSTA	Modes	Special needs/rural	Colorado Model
Price	San Juan	Blanding	Planning Commission	Roadway	Maintenance	SR-95 waste water
Price	San Juan	Blanding	Planning Commission	Roadway	Safety	Safety on curves
Price	San Juan	Blanding	Planning Commission	Roadway	Safety	Sharp curves
Price	San Juan	Blanding	Planning Commission	Issue	Partnership	Plan for coordior improvements incrementally
Price	San Juan	Blanding	Planning Commission	Roadway	Bridge	Mexican Hat Bridge widen and 90 degree turn
Price	San Juan	Blanding	Planning Commission	Roadway	Congestion	Hole in the Rock to Gas Plant Road needs widen
Price	San Juan	Blanding	Planning Commission	Roadway	Other	Lasal Jct to Moab
Price	San Juan	Blanding	Planning Commission	Roadway	Congestion	Mexican Hat to Monument Valley needs widening
Price	San Juan	Blanding	Planning Commission	Issue	Partnership	Check with Safety Division for Navajo Accidents, are they reported.
Price	San Juan	Blanding	Planning Commission	Issue	Other	Fencing on SR-163
Price	San Juan	Blanding	Planning Commission	Roadway	Safety	Montezuma Creek to Aneth no shoulder

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Price	San Juan	<b>Blanding</b>	Planning Commission	Roadway	Congestion	Other areas need passing other than just Devils Canyon
Price	Emery	<b>Castle Dale</b>	Chamber of Commerce	Modes	Trucks	Coal trucks for 30 yrs; 275 - 500 (SUFCO alone)
Price	Emery	<b>Castle Dale</b>	Chamber of Commerce	Modes	Trucks	Safety, Pave, Cong
Price	Emery	<b>Castle Dale</b>	Chamber of Commerce	Modes	Railroad	Rail (Ferron to Emery)
Price	Emery	<b>Castle Dale</b>	Chamber of Commerce	Roadway	Maintenance	Rutting not show in Data/Weather?
Price	Emery	<b>Castle Dale</b>	Chamber of Commerce	Roadway	Safety	S.L. should be based on safety NOT avg. speed
Price	Emery	<b>Castle Dale</b>	Chamber of Commerce	Roadway	Bridge	Muddy Creek Bridge!
Price	Emery	<b>Castle Dale</b>	Chamber of Commerce	Roadway	Maintenance	Road from Emery to Ferron rough
Price	Emery	<b>Castle Dale</b>	Chamber of Commerce	Roadway	Maintenance	Resurfacing methods
Price	Emery	<b>Castle Dale</b>	Chamber of Commerce	Roadway	Maintenance	mill & overlay for rutting Done ok w/road
Price	Emery	<b>Castle Dale</b>	Chamber of Commerce	Modes	Pedestrian	School x-ing in Ferron:
Price	Emery	<b>Castle Dale</b>	Chamber of Commerce	Roadway	Signs/signals	Warning lights (solar?) Longer (1/3 block - 2 blocks)
Price	Emery	<b>Castle Dale</b>	Chamber of Commerce	Roadway	Safety	30 mph thru town
Price	Emery	<b>Castle Dale</b>	Chamber of Commerce	Roadway	Congestion	Passing Lanes Hunt. - I-70; Ferron - Castle Dale
Price	Emery	<b>Castle Dale</b>	City Commission	Roadway	Maintenance	Rutting/Pavement condition on SR10 from Castle Dale to I-70
Price	Emery	<b>Castle Dale</b>	City Commission	Modes	Pedestrian	Truck traffic conflict with school pedestrians
Price	Emery	<b>Castle Dale</b>	City Commission	Modes	Trucks	Truck traffic conflict with school pedestrians
Price	Emery	<b>Castle Dale</b>	City Commission	Modes	Trucks	Truck traffic conflict with cars/vehicular traffic
Price	Emery	<b>Castle Dale</b>	City Commission	Modes	Trucks	High school/younger drivers conflict with Coal trucks
Price	Emery	<b>Castle Dale</b>	City Commission	Issue	Other	More teenage accidents/fatalities in this county
Price	Emery	<b>Castle Dale</b>	City Commission	Modes	Trucks	Rail road additions would reduce trucks accidents
Price	Emery	<b>Castle Dale</b>	City Commission	Modes	Railroad	Rail road additions would reduce trucks accidents
Price	Emery	<b>Castle Dale</b>	City Commission	Modes	Trucks	Truck % fluctuate significantly
Price	Emery	<b>Castle Dale</b>	City Commission	Roadway	Safety	Hwy 6 - safety/congestion
Price	Emery	<b>Castle Dale</b>	City Commission	Roadway	Congestion	Hwy 6 - safety/congestion
Price	Emery	<b>Castle Dale</b>	City Commission	Roadway	Congestion	Hwy 6 - widen to 4 lanes - divided (Freeway?)
Price	Emery	<b>Castle Dale</b>	City Commission	Roadway	Maintenance	SR6 - bandaids - not solutions
Price	Emery	<b>Castle Dale</b>	City Commission	Modes	Trucks	Slow trucks through cities/towns
Price	Emery	<b>Castle Dale</b>	City Commission	Modes	Trucks	different speeds for trucks
Price	Emery	<b>Castle Dale</b>	City Commission	Issue	Other	Highway patrol enforce speed limits more
Price	Emery	<b>Castle Dale</b>	City Commission	Roadway	Bridge	Highway 10 bridge south of town - widen in future
Price	Emery	<b>Castle Dale</b>	City Commission	Roadway	Congestion	Highway 10 - 5 lanes - Huntington to Hunter
Price	Emery	<b>Green River</b>	Planning Commission	Roadway	Safety	Is safety really the issue if SR-6 isn't done.
Price	Emery	<b>Green River</b>	Planning Commission	Modes	Trucks	Truck passing signs X number miles ahead.
Price	Emery	<b>Green River</b>	Planning Commission	Roadway	Signs/signals	Truck passing signs X number miles ahead.
Price	Emery	<b>Green River</b>	Planning Commission	Modes	Bicycling	Bike lanes on bridge into Moab.
Price	Emery	<b>Green River</b>	Planning Commission	Roadway	Maintenance	Redo SR-19 crowning to high, becoming drainage problem (Most Important)
Price	Emery	<b>Green River</b>	Planning Commission	Roadway	Maintenance	Culverts for drainage
Price	Emery	<b>Green River</b>	Planning Commission	Modes	Pedestrian	Sidewalks
Price	Emery	<b>Green River</b>	Senior Center	Roadway	Maintenance	I-15 near Nephi - Pavement is bad
Price	Emery	<b>Green River</b>	Senior Center	Roadway	Maintenance	US-6 up grade all the way
Price	Emery	<b>Green River</b>	Senior Center	Roadway	Bridge	Bridge going to Price - Bottle neck
Price	Emery	<b>Green River</b>	Senior Center	Roadway	Congestion	When will be widened?
Price	Emery	<b>Green River</b>	Senior Center	Roadway	Other	US-6 go on flatland area

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Price	Emery	Green River	Senior Center	Roadway	Safety	US-191 from Monticello and Moab needs shoulders
Price	Emery	Green River	Senior Center	Roadway	Maintenance	SR-10 need to be repaired
Price	Emery	Green River	Individual	Roadway	Congestion	Upgrade Hwy 6 & 191 Spanish Fork-Helper, Moab to Monticello, to 4-lane road
Price	Emery	Green River	Individual	Roadway	Maintenance	Green River to Woodside - Repair
Price	Emery	Green River	Individual	Roadway	Maintenance	I-70 Cresant Jct to Green River - Repair road
Price	Emery	Green River	Individual	Roadway	Congestion	Create bypass in Wellington
Price	Grand	Moab	Chamber of Commerce	Roadway	Congestion	U-128: Width
Price	Grand	Moab	Chamber of Commerce	Roadway	Safety	:lots of accidents
Price	Grand	Moab	Chamber of Commerce	Roadway	Congestion	:2 lanes now - 3 or 4 lane
Price	Grand	Moab	Chamber of Commerce	Modes	Bicycling	:conflict w/bikes
Price	Grand	Moab	Chamber of Commerce	Roadway	Maintenance	:black ice (shade)
Price	Grand	Moab	Chamber of Commerce	Roadway	Maintenance	Moab Canyon & Main St. - When?
Price	Grand	Moab	Chamber of Commerce	Roadway	Congestion	Potash Rd. - Gemini Hwy - 4 lanes
Price	Grand	Moab	Chamber of Commerce	Issue	Costs	Already Programmed
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	Trucks on Main St.
Price	Grand	Moab	Chamber of Commerce	Roadway	Congestion	By-pass? Truck Only?
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	By-pass? Truck Only?
Price	Grand	Moab	Chamber of Commerce	Issue	Partnership	Main St. back to local?
Price	Grand	Moab	Chamber of Commerce	Roadway	Bridge	S. on Potash - Bridge @ portal to Kane Springs Road
Price	Grand	Moab	Chamber of Commerce	Roadway	Signs/signals	Signal @ Main & 100 N.:
Price	Grand	Moab	Chamber of Commerce	Roadway	Signs/signals	:Need more advance warning
Price	Grand	Moab	Chamber of Commerce	Modes	Pedestrian	:ped xing needs more time
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	:air pollution w/trucks
Price	Grand	Moab	Chamber of Commerce	Issue	Environmental	:air pollution w/trucks
Price	Grand	Moab	Chamber of Commerce	Modes	Pedestrian	:ped accidents
Price	Grand	Moab	Chamber of Commerce	Roadway	Congestion	ByPass -
Price	Grand	Moab	Chamber of Commerce	Modes	Railroad	RR Route
Price	Grand	Moab	Chamber of Commerce	Roadway	Bridge	Tunnel - Cross River
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	Inc. Truck stop in River area
Price	Grand	Moab	Chamber of Commerce	Roadway	Aesthetics	Gateway General plans support & adopted
Price	Grand	Moab	Chamber of Commerce	Issue	Partnership	UDOT participation in project
Price	Grand	Moab	Chamber of Commerce	Roadway	Bridge	Bridge to accommodate bikes & peds
Price	Grand	Moab	Chamber of Commerce	Modes	Bicycling	Regional Bike Plan - by trail mix
Price	Grand	Moab	Chamber of Commerce	Issue	Costs	Bike user fees? - to find \$
Price	Grand	Moab	Chamber of Commerce	Issue	Partnership	Local Government not sure of UDOT's processes
Price	Grand	Moab	Chamber of Commerce	Issue	Partnership	US 191 - Concern over concurrent projects in peak season
Price	Grand	Moab	Chamber of Commerce	Issue	Economics	Main St. Const: Blackout times for construction as a business concern even if no project.
Price	Grand	Moab	Chamber of Commerce	Issue	Economics	Future: Destination
Price	Grand	Moab	Chamber of Commerce	Modes	Public transp	Public Trans. - LRT? Linkages
Price	Grand	Moab	Chamber of Commerce	Modes	Public transp	Hi-speed: SLC-Moab monorail
Price	Grand	Moab	Chamber of Commerce	Modes	Other	Airport - Expand
Price	Grand	Moab	Chamber of Commerce	Modes	Special needs/rural	Seniors & Young retiree's
Price	Grand	Moab	Chamber of Commerce	Roadway	Other	Infrastructure upgraded

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Price	Grand	Moab	Chamber of Commerce	Roadway	Other	US-191 Main St - 20 years out
Price	Grand	Moab	Chamber of Commerce	Modes	Pedestrian	Ped Friendly
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	No trucks (Key)
Price	Grand	Moab	Chamber of Commerce	Roadway	Safety	Slow Traffic
Price	Grand	Moab	Chamber of Commerce	Roadway	Aesthetics	Landscaping
Price	Grand	Moab	Chamber of Commerce	Roadway	Aesthetics	Parking - Off street, structure
Price	Grand	Moab	Chamber of Commerce	Roadway	Congestion	By-pass: 500 West
Price	Grand	Moab	Chamber of Commerce	Roadway	Congestion	Truck alt
Price	Grand	Moab	Chamber of Commerce	Issue	Growth	However, New Hospital/Med clinic
Price	Grand	Moab	Chamber of Commerce	Modes	Special needs/rural	Senior Center
Price	Grand	Moab	Chamber of Commerce	Modes	Special needs/rural	Ass't Living
Price	Grand	Moab	Chamber of Commerce	Issue	Costs	Tolls for corridors or Users Taxes directly to road US-6, 191; Not general use Tax
Price	Grand	Moab	Chamber of Commerce	Roadway	Congestion	Need turning lane on Hwy 191 off onto N. MiVida Dr.
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	Reroute truck traffic off Main St;
Price	Grand	Moab	Chamber of Commerce	Roadway	Bridge	widen bridge over Colorado River ner Hwy 191
Price	Grand	Moab	Chamber of Commerce	Roadway	Safety	RP 193, US 6 - Safety issue
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	Trucks - Noise, Safety
Price	Grand	Moab	Chamber of Commerce	Issue	Partnership	Need to send PC % truck data last 10 yrs
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	Affects x-street traffic
Price	Grand	Moab	Chamber of Commerce	Roadway	Signs/signals	Signal priority
Price	Grand	Moab	Chamber of Commerce	Modes	Pedestrian	Ped issues
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	Overweight enforcement
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	No POE 191-70-50
Price	Grand	Moab	Chamber of Commerce	Roadway	Other	WIM POE? (Moab area)
Price	Grand	Moab	Chamber of Commerce	Issue	Economics	Inhibits downtown potential
Price	Grand	Moab	Chamber of Commerce	Issue	Other	Need results of corridor study All of 191, not just Moab
Price	Grand	Moab	Chamber of Commerce	Roadway	Congestion	191-Moab Canyon 4-lane phased I-70 to Moab
Price	Grand	Moab	Chamber of Commerce	Roadway	Congestion	US-6: Widen! Used as a reg'nl facility
Price	Grand	Moab	Chamber of Commerce	Roadway	Maintenance	Main st. - Reconstruction
Price	Grand	Moab	Chamber of Commerce	Roadway	Bridge	Col. River x-ing:
Price	Grand	Moab	Chamber of Commerce	Roadway	Bridge	Auto
Price	Grand	Moab	Chamber of Commerce	Roadway	Bridge	Bike/Ped bridge
Price	Grand	Moab	Chamber of Commerce	Roadway	Bridge	Re-use existing bridges (Dewey Br.)
Price	Grand	Moab	Chamber of Commerce	Modes	Public transp	Transit - downtown to Arches w/ NPS
Price	Grand	Moab	Chamber of Commerce	Issue	Environmental	Tailings Pond removal - by train
Price	Grand	Moab	Chamber of Commerce	Modes	Railroad	Tailings Pond removal - by train
Price	Grand	Moab	Chamber of Commerce	Issue	Growth	8000 people, 10-20k visitors
Price	Grand	Moab	Chamber of Commerce	Issue	Growth	Growth - Not pop. Inc., but visitor growth/impact
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	trucking industry growth
Price	Grand	Moab	Chamber of Commerce	Issue	Partnership	Coordiante projects in area so all projects move forward
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	NAFTA Inc. truck traffic on 191, Dec on
Price	Grand	Moab	Chamber of Commerce	Issue	Environmental	Haz Mat being trucked through area, do we have a plan?
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	Haz Mat being trucked through area, do we have a plan?
Price	Grand	Moab	Chamber of Commerce	Issue	Growth	Potential tank farm @ 191/I-70 w/ 100-125 trucks/day

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Price	Grand	Moab	Chamber of Commerce	Issue	Other	Grand Co. GP - Main St. #4 in priority
Price	Grand	Moab	Chamber of Commerce	Issue	Economics	Moab community recognize trucks block Moab's ability to realize vision
Price	Grand	Moab	Chamber of Commerce	Modes	Trucks	Moab community recognize trucks block Moab's ability to realize vision
Price	Grand	Moab	Individual	Modes	Bicycling	Need bike trail along 191 for safety
Richfield	Garfield	Panguitch	Planning Commission	Roadway	Congestion	Hwy 143 through Cedar Breaks and Parowan needs to be widened
Richfield	Garfield	Panguitch	Planning Commission	Modes	Bicycling	Bicycle Safety
Richfield	Garfield	Panguitch	Planning Commission	Roadway	Signs/signals	Signal @ Center & Main
Richfield	Garfield	Panguitch	Planning Commission	Roadway	Maintenance	Striping
Richfield	Garfield	Panguitch	Planning Commission	Roadway	Signs/signals	Flasing Red/Yellow Lights
Richfield	Garfield	Panguitch	Planning Commission	Modes	Pedestrian	Crosswalks Downtown
Richfield	Garfield	Panguitch	Planning Commission	Modes	Bicycling	Hwy 89 to Red Canyon - Bicycle shoulders
Richfield	Garfield	Panguitch	City Commission	Roadway	Other	Rest stops on US89 South of Panguitch
Richfield	Garfield	Panguitch	City Commission	Issue	Other	Fencing on SR20
Richfield	Garfield	Panguitch	City Commission	Roadway	Congestion	Turn lanes on US89 into housing/commercial projects
Richfield	Garfield	Panguitch	City Commission	Roadway	Safety	Hwy 14 Safety
Richfield	Garfield	Panguitch	City Commission	Roadway	Signs/signals	Signal at Main street and Center street
Richfield	Garfield	Panguitch	City Commission	Roadway	Safety	Reduce speed signs US89 Eastbound
Richfield	Garfield	Panguitch	City Commission	Roadway	Signs/signals	Slow down signs on US89
Richfield	Garfield	Panguitch	City Commission	Modes	Pedestrian	Cross walks @ 100 North/Main
Richfield	Garfield	Panguitch	City Commission	Modes	Pedestrian	Cross walks Center street
Richfield	Garfield	Panguitch	City Commission	Modes	Bicycling	Hwy 143 bicycle lanes
Richfield	Garfield	Panguitch	City Commission	Roadway	Aesthetics	Hwy 143 National scenic byway
Richfield	Garfield	Panguitch	City Commission	Modes	Bicycling	Join Red Canyon Bicycle Trail to Panguitch City
Richfield	Garfield	Panguitch	City Commission	Roadway	Safety	SR12/US89 - Accidents @ curves
Richfield	Garfield	Panguitch	City Commission	Roadway	Access	Open Hwy 143 Earlier; 30 min. delay to go around
Price	Carbon	Price	Planning Commission	Roadway	Congestion	SR-10 Circle K Center Lane/median
Price	Carbon	Price	Planning Commission	Roadway	Access	SR-10 Hill coke plant
Price	Carbon	Price	Planning Commission	Roadway	Signs/signals	SR-31/SR-10 Intersection
Price	Carbon	Price	Planning Commission	Roadway	Congestion	Wellington Bypass
Price	Carbon	Price	Planning Commission	Roadway	Safety	Port of Entry Bad location
Price	Carbon	Price	Planning Commission	Roadway	Other	Finish curb gutter & sidewalk East end of town
Price	Carbon	Price	Planning Commission	Modes	Pedestrian	Finish curb gutter & sidewalk East end of town
Price	Carbon	Price	Planning Commission	Modes	Trucks	CO2 20-30 trucks Sunnyside Jct.
Price	Carbon	Price	Planning Commission	Roadway	Signs/signals	Warning by Airport Rd. Somewhere by credit union
Price	Carbon	Price	Planning Commission	Modes	Bicycling	Bike/Ped Trails - Castle Gate to Wellington
Price	Carbon	Price	Planning Commission	Modes	Pedestrian	Bike/Ped Trails - Castle Gate to Wellington
Price	Carbon	Price	Planning Commission	Roadway	Congestion	West to East Price bypass 4 lanes
Price	Carbon	Price	Planning Commission	Roadway	Other	Curb out to Hospital road
Price	Carbon	Price	Planning Commission	Modes	Railroad	load out Docks Ridge Road Railroad
Price	Carbon	Price	Planning Commission	Issue	Growth	New mine by Horse Canyon - Lila Canyon
Price	Carbon	Price	Senior Center	Modes	Railroad	1st crossing on carbonville road 3/4 mile from Jct. - no arms.
Price	Carbon	Price	Senior Center	Modes	Trucks	Tankers to Questar terminal
Price	Carbon	Price	Senior Center	Issue	Other	Someone explain Helper overpass to citizens
Price	Carbon	Price	Senior Center	Roadway	Maintenance	Paint should be more reflective

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Price	Carbon	Price	Senior Center	Modes	Trucks	Excessive truck traffic
Price	Carbon	Price	Senior Center	Modes	Trucks	Can UDOT move truck traffic to I-70 instead of SR-6
Price	Carbon	Price	Individual	Modes	Trucks	Redirect trucks with heavy loads heading south to I-70 instead of using Highway 6.
Richfield	Sanpete	Ephraim	Planning Commission	Roadway	Congestion	Must preserve turn lane
Richfield	Sanpete	Ephraim	Planning Commission	Roadway	Safety	Safety has improved
Richfield	Sanpete	Ephraim	Planning Commission	Roadway	Congestion	1 lane pinch, go back to 2 lanes
Richfield	Sanpete	Ephraim	Planning Commission	Roadway	Congestion	need center turn lane all through
Richfield	Sanpete	Ephraim	Planning Commission	Roadway	Aesthetics	reduce parking ROW; Need parallel
Richfield	Sanpete	Ephraim	Planning Commission	Issue	Partnership	talked to R4 already, no good
Richfield	Sanpete	Ephraim	Planning Commission	Roadway	Congestion	Extend 117 south from Wales
Richfield	Sanpete	Ephraim	Planning Commission	Roadway	Signs/signals	More lights to Sterling
Richfield	Sanpete	Ephraim	Planning Commission	Roadway	Safety	400 south & Main, Traffic calming elephant ears
Richfield	Sanpete	Ephraim	Planning Commission	Roadway	Maintenance	US-89 Rough - Ephraim to Mt. Pleasant; Sterling to Gunnison
Richfield	Sanpete	Ephraim	Planning Commission	Roadway	Congestion	Ephraim to Manit - 2-5 lanes
Richfield	Sanpete	Ephraim	Planning Commission	Roadway	Congestion	Passing lanes at least ROW 100-120'
Richfield	Sanpete	Ephraim	Planning Commission	Roadway	Safety	SR-132 - Fix passing lane extend west; fix curves
Richfield	Sanpete	Ephraim	Planning Commission	Modes	Pedestrian	Crosswalks! - Not even for school, only one at light
Richfield	Sanpete	Ephraim	Planning Commission	Roadway	Access	Ephraim Canyon Road - County is paving it - State road for connectivity w/ Castle Dale?
Richfield	Kane	Kanab	County Commission	Roadway	Maintenance	89 - Johnson Canyon turnaround - complete
Richfield	Kane	Kanab	County Commission	Roadway	Signs/signals	Stoplight needed in center of town near elementary school and church
Richfield	Kane	Kanab	County Commission	Roadway	Safety	Hi speed through - Lite vehicle
Richfield	Kane	Kanab	County Commission	Roadway	Access	Access Management
Richfield	Kane	Kanab	County Commission	Roadway	Congestion	89 - Recreation traffic
Richfield	Kane	Kanab	County Commission	Modes	Bicycling	89A Bikes - South to/through AZ
Richfield	Kane	Kanab	County Commission	Modes	Bicycling	Bryce - 12 South to 89
Richfield	Kane	Kanab	County Commission	Roadway	Other	CANAMEX CORRIDOR E/W & N/S
Richfield	Kane	Kanab	County Commission	Issue	Growth	Industrial Dev. Limited w/o
Richfield	Kane	Kanab	County Commission	Roadway	Congestion	Bear Valley Road - Passing lanes
Richfield	Kane	Kanab	County Commission	Roadway	Bridge	Bridge - this fall construction
Richfield	Kane	Kanab	County Commission	Modes	Bicycling	Trail system - motorized/non-motorized
Richfield	Kane	Kanab	County Commission	Roadway	Congestion	89A - Widen by UDOT '03
Richfield	Kane	Kanab	County Commission	Roadway	Other	C&G on east side to Ranchos = 1 mile
Richfield	Kane	Kanab	County Commission	Modes	Pedestrian	Ped Xings - now a school xing
Richfield	Kane	Kanab	County Commission	Roadway	Signs/signals	A signal center/main?
Richfield	Kane	Kanab	County Commission	Roadway	Congestion	89 - Passing lane Orderville - Glendale needed
Richfield	Kane	Kanab	County Commission	Modes	Trucks	Port of Entry - N. Kanab Should it be Relocated?
Richfield	Kane	Kanab	County Commission	Modes	Trucks	Trucks re-routed from E/W Route
Richfield	Kane	Kanab	County Commission	Modes	Trucks	Temp POE East of Kanab; Have trailer
Richfield	Kane	Kanab	County Commission	Issue	cost	No Funds
Richfield	Kane	Kanab	County Commission	Issue	Partnership	ADOT/UDOT partners
Richfield	Kane	Kanab	County Commission	Roadway	Maintenance	Flooding - East of Kanab MP 62.5
Richfield	Kane	Kanab	County Commission	Roadway	Maintenance	Debris Problem
Richfield	Kane	Kanab	County Commission	Roadway	Maintenance	Drainage Basin Project
Richfield	Kane	Kanab	County Commission	Issue	Partnership	BLM/UDOT Partnership



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Richfield	Kane	Kanab	County Commission	Roadway	Bridge	Box Culvert for flood & horses
Richfield	Kane	Kanab	County Commission	Roadway	Maintenance	1100 S. - Road can't be built until flooding solved.
Richfield	Kane	Kanab	County Commission	Roadway	Access	Destination
Richfield	Kane	Kanab	County Commission	Issue	Economics	Tourism
Richfield	Kane	Kanab	County Commission	Modes	Pedestrian	Main Street Activities - Trails
Richfield	Kane	Kanab	County Commission	Issue	Growth	Retiree Growth
Richfield	Kane	Kanab	County Commission	Roadway	Congestion	Center Turn Lanes - Consistently
Richfield	Kane	Kanab	County Commission	Issue	Other	Master Plan
Richfield	Kane	Kanab	County Commission	Roadway	Congestion	Center lanes
Richfield	Kane	Kanab	County Commission	Modes	Bicycling	Bike/Ped lane & trails
Richfield	Kane	Kanab	County Commission	Modes	Pedestrian	Bike/Ped lane & trails
Richfield	Kane	Kanab	County Commission	Modes	Special needs/rural	Rural Transit
Richfield	Kane	Kanab	County Commission	Issue	Partnership	Mohave Co. Road A7 - Coral Pink Sand Dunes; Not an ADOT priority, should ADOT/UDOT Partner
Richfield	Kane	Kanab	County Commission	Issue	Partnership	Enhancements - too slow
Richfield	Kane	Kanab	County Commission	Modes	Other	Incorporate in Non-Traditions Trams
Richfield	Kane	Kanab	County Commission	Modes	Pedestrian	Motorized wheelchairs
Richfield	Kane	Kanab	County Commission	Modes	Bicycling	Bike, ATV
Richfield	Kane	Kanab	County Commission	Modes	Other	Bike, ATV
Richfield	Kane	Kanab	County Commission	Modes	Pedestrian	Sidewalks - 89 East
Richfield	Kane	Kanab	County Commission	Issue	Other	Foreign Visitors Expectations
Richfield	Kane	Kanab	County Commission	Roadway	Safety	Black Roack Road - School bus to stop; 3 lane xing
Richfield	Kane	Kanab	Senior Center	Roadway	Safety	Rumble strip
Richfield	Kane	Kanab	Senior Center	Roadway	Other	Utah Highways 2-lane roads (except in town)
Richfield	Kane	Kanab	Senior Center	Roadway	Congestion	Passing lanes - 89 North
Richfield	Kane	Kanab	Senior Center	Modes	Trucks	89 North - Widen Kanab - POE
Richfield	Kane	Kanab	Senior Center	Roadway	Congestion	Hurricane Hill - Passing lane E. of Hurricane
Richfield	Kane	Kanab	Senior Center	Roadway	Signs/signals	Signal - Center/Main
Richfield	Kane	Kanab	Senior Center	Roadway	Signs/signals	Signal - Elementary school xing
Richfield	Kane	Kanab	Senior Center	Roadway	Safety	Signal - Elementary school xing
Richfield	Kane	Kanab	Senior Center	Roadway	Congestion	Congestion
Richfield	Kane	Kanab	Senior Center	Modes	Pedestrian	x-walks @ Ranchos 4-way
Richfield	Kane	Kanab	Senior Center	Roadway	Signs/signals	High school/fire station signal
Richfield	Kane	Kanab	Senior Center	Modes	Special needs/rural	Transit: Senior services
Richfield	Kane	Kanab	Senior Center	Modes	Special needs/rural	No Handicap service
Richfield	Kane	Kanab	Senior Center	Modes	Special needs/rural	Paratransit
Richfield	Kane	Kanab	Senior Center	Roadway	Safety	Inc. speed limit in rural areas
Richfield	Kane	Kanab	Senior Center	Roadway	Signs/signals	Smart signals
Richfield	Kane	Kanab	Senior Center	Roadway	Signs/signals	More signs for exits back further
Richfield	Kane	Kanab	Chamber of Commerce	Roadway	Congestion	More turn lanes
Richfield	Kane	Kanab	Chamber of Commerce	Roadway	Maintenance	Restripe turn lanes
Richfield	Kane	Kanab	Chamber of Commerce	Roadway	Safety	Speed Limit changes
Richfield	Kane	Kanab	Chamber of Commerce	Roadway	Safety	Grade
Richfield	Kane	Kanab	Chamber of Commerce	Issue	Growth	Best Friends 250 employees

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Richfield	Kane	Kanab	Chamber of Commerce	Issue	Growth	April/May 20,000 visitors/yr
Richfield	Kane	Kanab	Chamber of Commerce	Roadway	Bridge	Close to bridge project
Richfield	Kane	Kanab	Chamber of Commerce	Issue	Other	Center street plan
Richfield	Kane	Kanab	Chamber of Commerce	Roadway	Access	Left turn into animal sanctuary - Access
Richfield	Kane	Kanab	Chamber of Commerce	Roadway	Signs/signals	Center & Main - Need stop light
Richfield	Kane	Kanab	Chamber of Commerce	Roadway	Safety	Center & 89 to Powell - small radius
Richfield	Kane	Kanab	Chamber of Commerce	Modes	Trucks	Trucks have to go through town to get to Port of Entry then go back through town.
Richfield	Kane	Kanab	Chamber of Commerce	Roadway	Maintenance	Kanab to Lake Powell - Road is narrow and needs rehab
Richfield	Kane	Kanab	Chamber of Commerce	Modes	Pedestrian	Sidewalks
Richfield	Kane	Kanab	Chamber of Commerce	Modes	Other	Airport enhancements
Richfield	Kane	Kanab	Chamber of Commerce	Modes	Bicycling	Bicycles touring - to North rim
Richfield	Kane	Kanab	Chamber of Commerce	Issue	Economics	Touring groups from all over
Richfield	Kane	Kanab	Chamber of Commerce	Roadway	Maintenance	US 89 - East of Kanab - Culvert
Richfield	Kane	Kanab	Chamber of Commerce	Roadway	Maintenance	Flooding
Richfield	Kane	Kanab	Chamber of Commerce	Roadway	Maintenance	Upgrade
Richfield	Kane	Kanab	Chamber of Commerce	Roadway	Maintenance	Drainage
Richfield	Kane	Kanab	Individual	Roadway	Signs/signals	Stoplight needed at Main and Center St instead of stop sign
Richfield	Kane	Kanab	Individual	Roadway	Signs/signals	Need second stop light downtown near elementary school and church
Richfield	Kane	Kanab	Individual	Roadway	Safety	R89A / SR11 = 2 miles South of Kanab - Poor sight distance
Richfield	Wayne	Loa	Wayne County Commission	Modes	Pedestrian	Torry - Sidewalks
Richfield	Wayne	Loa	Wayne County Commission	Modes	Bicycling	Bicycle lanes/path-from Loa to Fruita SR 24
Richfield	Wayne	Loa	Wayne County Commission	Roadway	Signs/signals	Wayne Co. High school - Flashing yellow or turning lanes
Richfield	Wayne	Loa	Wayne County Commission	Roadway	Congestion	Wayne Co. High school - Flashing yellow or turning lanes
Richfield	Wayne	Loa	Wayne County Commission	Roadway	Safety	More pull-off/viewing areas through Capital Reef - SR 24
Richfield	Wayne	Loa	Wayne County Commission	Roadway	Congestion	Loa to Freemont - passing lanes & Roadway improvements
Richfield	Wayne	Loa	Wayne County Commission	Roadway	Maintenance	Loa to Freemont - passing lanes & Roadway improvements
Richfield	Wayne	Loa	Wayne County Commission	Roadway	Maintenance	SR24 - Southeast to Bicknell - Safetly striping issue
Richfield	Wayne	Loa	Wayne County Commission	Roadway	Other	SR72 from Loa to Freemont
Richfield	Wayne	Loa	Wayne County Commission	Roadway	Safety	People pass when drivers are turning
Richfield	Wayne	Loa	Wayne County Commission	Roadway	Congestion	SR24Torry to Fruita - need turn lanes, passing lanes
Richfield	Wayne	Loa	Wayne County Commission	Roadway	Maintenance	SR12 - Teasdale to Torrey Rehab/Widen/Resurface
Richfield	Wayne	Loa	Wayne County Commission	Roadway	Congestion	SR12 - Teasdale to Torrey Rehab/Widen/Resurface
Richfield	Wayne	Loa	Wayne County Commission	Roadway	Maintenance	Grover to Torrey - Gaurdail & Roadway Improvements
Richfield	Wayne	Loa	Wayne County Commission	Roadway	Safety	Grover to Torrey - Gaurdail & Roadway Improvements
Richfield	Sanpete	Manti	Sanpete County Planning Commission	Roadway	Congestion	US-89-4 lane Highway throughout county
Richfield	Sanpete	Manti	Sanpete County Planning Commission	Modes	Other	Tractors and other equipment on highway
Richfield	Sanpete	Manti	Sanpete County Planning Commission	Roadway	Safety	high speeds and passing
Richfield	Sanpete	Manti	Sanpete County Planning Commission	Roadway	Other	Frontage/Trail on old DRG Lines (too late)
Richfield	Sanpete	Manti	Sanpete County Planning Commission	Roadway	Congestion	SR-28 coal trucks use a lot - should be 4 lane
Richfield	Sanpete	Manti	Sanpete County Planning Commission	Modes	Trucks	SR-28 coal trucks use a lot - should be 4 lane
Richfield	Sanpete	Manti	Sanpete County Planning Commission	Roadway	Congestion	Look at alternatives to putting more lanes in.
Richfield	Sanpete	Manti	Sanpete County Planning Commission	Roadway	Congestion	Passing lanes - Manti to Ephraim
Richfield	Sanpete	Manti	Sanpete County Planning Commission	Issue	Other	Deer and Elk on road; need to do something Fence like on I-15 or like Heber - ESpecially in rural

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Richfield	Sanpete	<b>Manti</b>	Sanpete County Planning Commission	Issue	Growth	Planning development of large retail
Richfield	Sanpete	<b>Manti</b>	Sanpete County Planning Commission	Issue	Growth	Large increase on SR-31 of recreation traffic
Richfield	Sanpete	<b>Manti</b>	Sanpete County Planning Commission	Roadway	Safety	Many park along Highway because of few parking lots
Richfield	Sanpete	<b>Manti</b>	Sanpete County Planning Commission	Roadway	Congestion	May ask for by-pass in future from towns
Richfield	Sanpete	<b>Manti</b>	Sanpete County Planning Commission	Issue	Other	Hard to see at deer and elk at night on 89 when lights dim - need more reflection.
Richfield	Sanpete	<b>Manti</b>	Sanpete County Planning Commission	Roadway	Maintenance	Trash along highway bad eSpecially near Nephi
Richfield	Sanpete	<b>Manti</b>	Sanpete County Planning Commission	Roadway	Safety	Farm equipment pull off to allow cars to pass; also for turning not in ditch
Richfield	Sanpete	<b>Manti</b>	Sanpete County Planning Commission	Roadway	Other	More Rest Areas needed - eSpecially along US-89
Richfield	Sanpete	<b>Manti</b>	Sanpete County Planning Commission	Roadway	Aesthetics	Try to keep 89 more rustic even if larger
Richfield	Sanpete	<b>Manti</b>	Sanpete County Planning Commission	Roadway	Maintenance	Lines on roads hard to see when faded
Richfield	Sanpete	<b>Manti</b>	Sanpete County Planning Commission	Roadway	Maintenance	Maybe paint more than once a year.
Richfield	Sanpete	<b>Mt. Pleasant</b>	Main Street Committee	Issue	Other	Bedroom Community
Richfield	Sanpete	<b>Mt. Pleasant</b>	Senior Center	Issue	Other	Deer & Elk
Richfield	Sanpete	<b>Mt. Pleasant</b>	Senior Center	Issue	Economics	Main St. Vitality
Richfield	Sanpete	<b>Mt. Pleasant</b>	Senior Center	Roadway	Signs/signals	Traffic signal warrant? (Main/State)
Richfield	Sanpete	<b>Mt. Pleasant</b>	Senior Center	Roadway	Safety	Speed Limit reduction on Main
Richfield	Sanpete	<b>Mt. Pleasant</b>	Senior Center	Modes	Pedestrian	School x-ing on Main
Richfield	Sanpete	<b>Mt. Pleasant</b>	Senior Center	Roadway	Maintenance	Maintenance issues related to angle pkg?
Richfield	Sanpete	<b>Mt. Pleasant</b>	Senior Center	Roadway	Aesthetics	Maintenance issues related to angle pkg?
Richfield	Sanpete	<b>Mt. Pleasant</b>	Senior Center	Roadway	Aesthetics	Return angle parking on Main - Dal
Richfield	Sanpete	<b>Mt. Pleasant</b>	Senior Center	Roadway	Signs/signals	Signal
Richfield	Sanpete	<b>Mt. Pleasant</b>	Senior Center	Issue	Growth	increasing traffic
Richfield	Sanpete	<b>Mt. Pleasant</b>	Senior Center	Roadway	Safety	sight distance
Richfield	Sanpete	<b>Mt. Pleasant</b>	Senior Center	Issue	Growth	Potential traffic increases caused by Boulder Loop
Richfield	Sanpete	<b>Mt. Pleasant</b>	Senior Center	Issue	Other	heritage designation
Richfield	Sanpete	<b>Mt. Pleasant</b>	Individual	Roadway	Aesthetics	Need angled parking on Main St.
Richfield	Sanpete	<b>Mt. Pleasant</b>	Individual	Roadway	Aesthetics	Need angled parking on Main St.
Richfield	Sanpete	<b>Mt. Pleasant</b>	Individual	Roadway	Aesthetics	Need angled parking on Main St.
Richfield	Sanpete	<b>Mt. Pleasant</b>	Individual	Roadway	Aesthetics	Need angled parking on Main St and stop light at Main & State
Richfield	Sanpete	<b>Mt. Pleasant</b>	Individual	Roadway	Signs/signals	Need angled parking on Main St and stop light at Main & State
Richfield	Sanpete	<b>Mt. Pleasant</b>	Individual	Roadway	Aesthetics	Need angled parking on Main St and stop light at Main & State
Richfield	Sanpete	<b>Mt. Pleasant</b>	Individual	Roadway	Signs/signals	Need angled parking on Main St and stop light at Main & State
Richfield	Sevier	<b>Richfield</b>	City/County AOG	Roadway	Maintenance	Concrete Pavement Scipio (rough ride on sections of I-15 near Scipio)
Richfield	Sevier	<b>Richfield</b>	City/County AOG	Modes	Trucks	Hills on Int. Truck safety - Scipio hill example
Richfield	Sevier	<b>Richfield</b>	City/County AOG	Modes	Trucks	Consider Truck climbing lanes - slow trucks
Richfield	Sevier	<b>Richfield</b>	City/County AOG	Roadway	Congestion	Consider Truck climbing lanes - slow trucks
Richfield	Sevier	<b>Richfield</b>	City/County AOG	Modes	Trucks	Increase number of lanes on I-15 when trucks are slow moving
Richfield	Sevier	<b>Richfield</b>	City/County AOG	Issue	Growth	increased usage of Highways
Richfield	Sevier	<b>Richfield</b>	City/County AOG	Roadway	Other	SR-89 Gunnison - Mt. Pleasant
Richfield	Sevier	<b>Richfield</b>	City/County AOG	Roadway	Maintenance	SR-89 complete attention throughout
Richfield	Sevier	<b>Richfield</b>	City/County AOG	Roadway	Safety	SR-10 narrow, no shoulders.
Richfield	Sevier	<b>Richfield</b>	City/County AOG	Modes	Railroad	Central Utah railway road crossings.
Richfield	Sevier	<b>Richfield</b>	City/County AOG	Roadway	Signs/signals	Central Utah railway road crossings.
Richfield	Sevier	<b>Richfield</b>	City/County AOG	Modes	Railroad	Rail project very important for area

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Richfield	Sevier	<b>Richfield</b>	City/County AOG	Issue	Costs	Interchange Business Impact Fees.
Richfield	Sevier	<b>Richfield</b>	City/County AOG	Issue	Costs	Suggested Fees from adjacent businesses at interchange locations to pay for improvements.
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Roadway	Signs/signals	Business Loop signing!!!
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Roadway	Signs/signals	Salina businesses would liked signing off of I-70 pointin traffic into town. (Possibly a business loop sign, etc)
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Roadway	Access	Interchange for commercial park
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Modes	Railroad	Railroad loadout across Dennys
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Roadway	Access	Salina City would like a second interchange west of the existing I-70 interchange. This would be in coordination with the central Utah rail project
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Roadway	Signs/signals	SR-50 to Scipio street light to Aurora
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Roadway	Aesthetics	Comment was made that the street lighting is to adequate at the junction of SR-50 & state road to Aurora
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Roadway	Access	Road Access Issues Gateway to Salina (Has to do with raod signage and new Interchange, people get off Interstate and don't access downtown area.)
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Roadway	Safety	SR-24 speed limit change after park in Sigurd
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Roadway	Safety	Would like a consistent speed limit through Vermillion & Sigurd along SR-24. Don't like ups & down in posted speed.
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Roadway	Safety	55 mph in middle of town
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Roadway	Safety	Lack of shoulder along SR-24 for pedestrians.
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Modes	Pedestrian	Lack of shoulder along SR-24 for pedestrians.
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Roadway	Safety	65 mph all on SR-89 though Sanpete & Sevier
Richfield	Sevier	<b>Salina</b>	Chamber of Commerce	Roadway	Safety	Questioned why some areas are posted 60 mph & others posted 65 mph - would like to see consistency.
Richfield	Sevier	<b>Salina</b>	Lion's Club	Roadway	Maintenance	SR-10 Price to Freemont Jct. Terrible pavement
Richfield	Sevier	<b>Salina</b>	Lion's Club	Modes	Railroad	Study impact of RR spur from Salina to Levan to reduce truck traffic
Richfield	Sevier	<b>Salina</b>	Lion's Club	Modes	Trucks	Study impact of RR spur from Salina to Levan to reduce truck traffic
Richfield	Sevier	<b>Salina</b>	Lion's Club	Roadway	Access	Richfield on South Main - cannot get on Main St. from side streets - Lights or something else to do?
Richfield	Sevier	<b>Salina</b>	Lion's Club	Roadway	Signs/signals	Richfield on South Main - cannot get on Main St. from side streets - Lights or something else to do?
Richfield	Sevier	<b>Salina</b>	Lion's Club	Issue	Partnership	UDOT doing a good job in Salina
Richfield	Sevier	<b>Salina</b>	Lion's Club	Roadway	Signs/signals	What's with roundabouts? - not used to them
Richfield	Sevier	<b>Salina</b>	Lion's Club	Roadway	Congestion	Reduce traffic in SL area
Richfield	Sevier	<b>Salina</b>	Individual	Roadway	Signs/signals	Need sign between freeway and first businesses in Salina
Richfield	Sevier	<b>Salina</b>	Individual	Roadway	Access	Need separate exit for new industrial park near I-70
Richfield	Kane	<b>Orderville</b>	Senior Center	Modes	Bicycling	Separate Bike path between parks & towns
Richfield	Kane	<b>Orderville</b>	Senior Center	Modes	Bicycling	Bike tours must ride on Highway.
Richfield	Kane	<b>Orderville</b>	Senior Center	Modes	Pedestrian	Sidewalks take more \$
Richfield	Kane	<b>Orderville</b>	Senior Center	Modes	Pedestrian	Separate 6ft asphalt
Richfield	Kane	<b>Orderville</b>	Senior Center	Modes	Special needs/rural	Transit - Van - 2002 - Van for mulitple people
Richfield	Kane	<b>Orderville</b>	Senior Center	Modes	Pedestrian	Sidewalks
Richfield	Kane	<b>Orderville</b>	Senior Center	Modes	Bicycling	Bike paths

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REGION 4

District	County	City	Org/Ind	Topic	Sub-topic	Comment
Richfield	Kane	Orderville	Senior Center	Roadway	Maintenance	Tate Lane/US 89 - Drainage
Richfield	Kane	Orderville	Senior Center	Roadway	Maintenance	Mud on Highway an Issue
Richfield	Kane	Orderville	Senior Center	Roadway	Maintenance	Frost Lane - US 89 - Drainage to residential houses
Richfield	Kane	Orderville	Senior Center	Roadway	Maintenance	Drainage Issues throughout area
Richfield	Kane	Orderville	Senior Center	Roadway	Bridge	Frost Lane - Widen culvert and road by Chevron Bulk Plant
Richfield	Kane	Orderville	Senior Center	Roadway	Congestion	Frost Lane - Widen culvert and road by Chevron Bulk Plant
Richfield	Kane	Orderville	Senior Center	Roadway	Congestion	Extend Turning Lane
Richfield	Kane	Orderville	Senior Center	Roadway	Maintenance	Possible Restripe
Richfield	Kane	Orderville	Senior Center	Roadway	Other	Picnic table area @ South end of town
Richfield	Kane	Orderville	Senior Center	Roadway	Maintenance	Drainage from US 89 into Senior Center
Richfield	Kane	Orderville	Senior Center	Roadway	Other	Glendale - US 89 - South to North
Richfield	Kane	Orderville	Senior Center	Roadway	Safety	40 mph - reduce speed - kids/seniors
Richfield	Kane	Orderville	Senior Center	Roadway	Congestion	Passing lane too short @ top of hill
Richfield	Kane	Orderville	Senior Center	Roadway	Safety	Fix horizontal curve
Richfield	Kane	Orderville	Senior Center	Roadway	Other	Merge point @ Mt. Carmel - both ends
Richfield	Kane	Orderville	Senior Center	Roadway	Congestion	Take out passing lane
Richfield	Kane	Orderville	Senior Center	Roadway	Congestion	Passing lane too short (Sheriff experience)
Richfield	Kane	Orderville	Senior Center	Roadway	Signs/signals	Overhead lights for school crossing
Richfield	Kane	Orderville	Senior Center	Modes	Special needs/rural	Transit to St. George - Need Van
Price	Carbon	Carbon Co.	Chamber of Commerce	Roadway	Other	US-6
Price	Carbon	Carbon Co.	Chamber of Commerce	Issue	Costs	Funding
Price	Carbon	Carbon Co.	Chamber of Commerce	Issue	Other	Better future vision
Price	Carbon	Carbon Co.	Chamber of Commerce	Issue	Partnership	Partnering
Price	Carbon	Carbon Co.	Chamber of Commerce	Roadway	Aesthetics	Intch. Beautification
Price	Carbon	Carbon Co.	Chamber of Commerce	Issue	Costs	Toll Facilities?
Price	Carbon	Carbon Co.	Chamber of Commerce	Modes	Trucks	Truck impacts
Price	Carbon	Carbon Co.	Chamber of Commerce	Roadway	Signs/signals	Better signage
Price	Carbon	Carbon Co.	Chamber of Commerce	Roadway	Signs/signals	Guidepost signs
Price	Carbon	Carbon Co.	Chamber of Commerce	Roadway	Other	300 E. 100 N. Intx
Price	Carbon	Carbon Co.	Chamber of Commerce	Roadway	Congestion	Hwy 10 - 1st 5 mi South Widening/alt. route?
Price	Carbon	Carbon Co.	Chamber of Commerce	Roadway	Safety	Hwy 10 side slope several run-offs
Price	Carbon	Carbon Co.	Chamber of Commerce	Roadway	Congestion	US-6 - 2 lane section in Cat Canyon needs to be widened

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**REGION 1**

County	Route	City	Org/Ind	Comment
Weber	15	Roosevelt	Freight/Trucking Group	I-15/I-84 NB 3-lanes to 2-lanes just N. of 31st St. in Ogden (very abrupt)
Weber	15	Roosevelt	Freight/Trucking Group	Improve US89/Riverdale routes from I-84 WB to I-15 SB
Davis	15	Roosevelt	Freight/Trucking Group	I-215 NB to I-15 SB ramps needed north SLC interchange
Davis	15	Roosevelt	Freight/Trucking Group	I-15 exit 318 bad intersection on 2600 South Woods Cross
Morgan	84	Roosevelt	Freight/Trucking Group	Bridge bumps bad on I-84 around Devil's Slide.
Weber, Cache	15	Salt Lake City	Ind. Freight/Trucking	Widen I-15 from Ogden to Brigham City
Weber	15	Salt Lake City	Ind. Freight/Trucking	N. bound I-15 exit to 12 St. in Ogden (Exit 347) need longer off ramp, can't slow to 25 mph on ramp itself
Cache	89	N. Salt Lake	Ind. Freight/Trucking	Highway 89--add 2 more lanes to the state line
Davis	Legacy	N. Salt Lake	Ind. Freight/Trucking	Complete the Legacy Highway to reduce traffic problems which are getting worse
Davis, Salt Lake	15	Layton	Ind. Freight/Trucking	I-15 northbound at Bountiful/N.Salt Lake exit-3 lanes down to 2 and it causes rush hour back up daily
Salt Lake, Davis	215	Layton	Ind. Freight/Trucking	I-215 N.bound by airport goes from 3 to 2 lanes
Davis, Salt Lake	15	Layton	Ind. Freight/Trucking	I-15 northbound at Bountiful/N.Salt Lake exit-3 lanes down to 2 and it causes rush hour back up daily
Davis	15	Layton	Ind. Freight/Trucking	Check N. & S. exits at Beck St. off I-15
Salt Lake, Davis	215	Layton	Ind. Freight/Trucking	I-215 N.bound by airport goes from 3 to 2 lanes
Weber	15	Layton	Ind. Freight/Trucking	I-15 - 31st Ogden exits and on-ramps
Weber	15	Layton	Ind. Freight/Trucking	Redo on-ramps N. and S.bound I-15 at #347 12th St. Ogden
Weber	15	Layton	Ind. Freight/Trucking	I-15 in Ogden at 31st where it changes from 3 to 2 lanes
Weber	15	Layton	Ind. Freight/Trucking	Check 12th St. exit off I-15 in Ogden
Davis	15	Layton	Ind. Freight/Trucking	Check exit at Beck St. off I-15
Davis	Legacy	Salt Lake City	Ind. Freight/Trucking	Complete the Legacy Highway to reduce traffic problems which are getting worse
Weber	15	Salt Lake City	Ind. Freight/Trucking	I-15 needs additional 3rd lane between 24th and 12th Streets in Ogden
Weber	15	N. Salt Lake	Ind. Freight/Trucking	Check I-15 from exit 354 to 352
Cache	89	Logan	Ind. Freight/Trucking	SR89 at 6th N. Parkway crossing needs traffic light
Weber	15	Logan	Ind. Freight/Trucking	N.bound I-15 N. off 31st St exit - 3 lanes to 2 lanes occurs too quickly
Box Elder	30	Collinston	Ind. Freight/Trucking	Highway 30 between Logan and I-15 needs uphill passing lanes
Davis	15	Logan	Ind. Freight/Trucking	I-15 needs entrance ramps N. & S. at Center St. in N. Salt Lake
Box Elder	30	Collinston	Ind. Freight/Trucking	Highway 30 between Riverside and Snowville needs work
Box Elder	30	Collinston	Ind. Freight/Trucking	Highway 30 between Snowville and Nevada state line needs work
Box Elder	89	Collinston	Ind. Freight/Trucking	Highway 89 between Logan and Garden City
Box Elder	30	Collinston	Ind. Freight/Trucking	Highway 30 between Garden City and Wyoming state line
Weber	15	Collinston	Ind. Freight/Trucking	Highway 15 near Ogden, from 3 to 2 lanes
Box Elder	30	Collinston	Ind. Freight/Trucking	Highway 30 to Logan needs to be 4 lanes
Box Elder	30	Collinston	Ind. Freight/Trucking	Highway 30 from Snowville to Nevada, close off open range
Box Elder	15	Collinston	Ind. Freight/Trucking	Highway 15 is too bumpy

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**REGION 1**

County	Route	City	Org/Ind	Comment
Box Elder	80	Collinston	Ind. Freight/Trucking	Highway 80 is too bumpy
Box Elder	84	Collinston	Ind. Freight/Trucking	Highway 84 is too bumpy
Box Elder	30	Collinston	Ind. Freight/Trucking	Highway 30 between Riverside and Logan is too narrow and rough; railroad crossing and new bridge are too rough
Weber	Legacy	Odgen	Ind. Freight/Trucking	Legacy is needed due to increased congestion, would help to reduce volume on I-15
Weber	15	Odgen	Ind. Freight/Trucking	N.bound I-15, exit 352, once off the exit the roadway coming to Associated Food Stores should be blocked off as a through street. Truck traffic should be forced to use Rulon White Blvd up to 2700 N. to State Road 134; Would reduce danger of a collision at the intersection 1850 W. and 2700 N.
Cache	89	Logan	Ind. Freight/Trucking	US 89 and Park Ave by Zollinger Warehouse & Icon Health and Fitness needs to have a light installed. Long waits.
Cache	217	Logan	Ind. Freight/Trucking	Airport Road (State Highway 217) between US 89 and 1000 W. in Logan needs to be repaved and the railroad crossing fixed.
Cache	89	Logan	Ind. Freight/Trucking	Highway 89 and Park Ave needs a traffic light
Cache		Logan	Ind. Freight/Trucking	Airport Road needs widened and/or repaved. Railroad crossing needs to be fixed.
Cache		Logan	Ind. Freight/Trucking	Light at 10 W. and 2nd N. needs to stay green longer
Cache	89	Logan	Ind. Freight/Trucking	Need traffic light at Highway 89 and Park Ave (6th W)
Cache	10th W.	Logan	Ind. Freight/Trucking	Repair 10th W. in Logan
Cache	89	Logan	Ind. Freight/Trucking	Highway 89 and Park Ave needs a stop light
Cache	999		Freight Mtg	2500 N between US 91 and 1000 W needs to be resurfaced
Cache	999		Freight Mtg	2400 West (between 1186 to the west and 1254 to the east) is too narrow for current truck traffic
WEBER	167		Freight Mtg	SR 167 NB
WEBER	15		Freight Mtg	I-15 NB narrows from 3 to 2 lanes very abruptly between 31st St and 24 St in Ogden
WEBER	15		Freight Mtg	Widen Riverdale Rd EB between I-15 and I-84 in Ogden for better truck flow between interstates EB
DAVIS	89		Freight Mtg	US 89 needs advance warning lights when stoplights are about to change
DAVIS	15		Freight Mtg	Exit 334 too congested for truck traffic
DAVIS	15		Freight Mtg	Interchange needed at I-15 and Cudahy Lane
DAVIS	215		Freight Mtg	I-215 NB to I-15 SB and I-15 NB to I-215 SB ramps needed
DAVIS	15		Freight Mtg	Light timing problem on ramp from NB I-15 to WB SR 68 (500 S Bountiful)
BOX ELDER	30		Freight Mtg	SR 30 Colliston Divide: uphill passing lanes needed EB and WB
WEBER	15		Freight Mtg	Ramps need full stoplights on 2700 N to handle traffic
WEBER	15		Freight Mtg	31st St exit I-15 Ogden: ramp traffic conflicts, traffic backing onto freeway, lack of alternate routes
WEBER	203		Freight Mtg	Lack of proper timing and coordination of stoplights on Harrison

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County	Route	City	Org/Ind	Comment
DAVIS	15		Freight Mtg	Ramp needed I-84 WB to I-15 SB
WEBER	15		Freight Mtg	I-15 NB to I-84 EB: extra lane on Riverdale Rd Modify stoplight for better flow EB on Riverdale between freeways
DAVIS	84		Freight Mtg	SB US 89 at I-84, stoplight is BIG bottleneck WB I-84 ramp to SB US 89, very sharp and abrupt
DAVIS	89		Freight Mtg	US 89 NB to WB I-84 stoplight is truck bottleneck
DAVIS	15		Freight Mtg	Exit 334 and 335 very congested, should be redesigned
DAVIS	15		Freight Mtg	Exit 334 and 335 very congested, should be redesigned
DAVIS	89		Freight Mtg	Advance warning flashers approaching stoplights on US 89, I-84 to I-15
Weber	999		Freight Mtg	Better east/west highway capacity badly needed (general area of West Haven in the north, Hooper in the West, Roy and Clearfield in the east and Syracuse and West Point in the south)
DAVIS	15		Freight Mtg	US 89 to I-15 NB: short ramp, on curve--no merge space
SALT LAKE	215		Freight Mtg	Redwood Rd at Flying J truck stop in North Salt Lake: light needed at cross street just north of I-215
SALT LAKE	15		Freight Mtg	Warm Springs Rd on ramp to I-15 NB, very bad
DAVIS	15		Freight Mtg	I-15 NB to I-215 SB and I-215 NB to I-15 SB ramps needed
DAVIS	15		Freight Mtg	NB I-215 to SB I-15 and NB I-15 to SB I-215 ramps needed
DAVIS	15		Freight Mtg	Exit 318: increasing congestion, long backups due to trains or commute traffic (oil truck traffic)
BOX ELDER	13		Internet Posting	Please protect the beautiful trees ! Please
BOX ELDER	30		Freight Mtg	SR 30 Colliston Divide needs uphill passing lanes in both directions
DAVIS	15		Freight Mtg	Layton exit 334 totally congested, very bad for trucks
DAVIS	15		Freight Mtg	Exit 335: very bad turn lane to go NB on I-15, coming from Freeport Center
WEBER	15		Freight Mtg	I-15 NB to I-84 EB at Riverdale Rd: widen the half mile between freeways
DAVIS	108		Freight Mtg	SR 108 (2000 W) too narrow for projected truck traffic (Clinton to Syracuse)
DAVIS	37		Freight Mtg	SR 37/1800 N at 2000 W in Clinton: Wal-Mart going in; major congestion by end of 2003
WEBER	15		Freight Mtg	I-15 NB (31st St to 12th St) goes from 3 lanes to 2 lanes too fast (Ogden)
WEBER	15		Freight Mtg	BIG pothole where Wall Ave and 31st St meet in Ogden, impacts SB to WB trucks
Weber	999		Freight Mtg	Midland Dr and 2000 W becoming I-15 bypass corridor for cars and trucks
WEBER	15		Freight Mtg	I-84 WB to I-15 SB ramp needed
WEBER	15		Freight Mtg	I-15 NB 3 lanes to 2 lanes at 31st St very abrupt merge
WEBER	15		Freight Mtg	31st St interchange on I-15/I-84 very bad on all ramps--should be redesigned



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County	Route	City	Org/Ind	Comment
WEBER	15		Freight Mtg	I-15 NB to I-84 EB needs extra lane on Riverdale Rd to facilitate thru traffic between freeways; plus, Riverdale Rd WB to I-15 SB curving ramp with bad radius and banking leading to uphill grade on I-15
Davis	999		Freight Mtg	Inadequate east/west highway infrastructure everywhere from North Ogden to Kaysville west of I-15
DAVIS	15		Freight Mtg	Exits 334 and 335 both very bad for truck traffic; no alternatives available for trucks
DAVIS	108		Freight Mtg	SR 108 WB Antelope Rd 2 lanes to 1 lane merge after stoplight at Clearfield Job Corps--merge should be before light
DAVIS	89		Freight Mtg	Stoplight warning flashers needed in advance of stoplights--interim until road is made controlled access
DAVIS	15		Freight Mtg	I-15 SB from North SL to I-215 split, short distance for 3-way merge
DAVIS	15		Freight Mtg	I-15 NB to I-215 SB & I-215 NB to I-15 SB ramps needed
DAVIS	15		Freight Mtg	I-15 at North SL exit lanes poorly designed, congested due to bad merges--SB on ramp
DAVIS	15		Freight Mtg	Bountiful 500 W to I-15 NB Woods Cross, metering light on wrong lane, dangerous merge onto curving fwy--bad layout
WEBER	15		Freight Mtg	I-15 NB 3 lanes to 2 lanes too short for safe merging of traffic--31st St to 24th St
WEBER	15		Freight Mtg	Ramp needed I-84 NB to I-15 SB
WEBER	15		Freight Mtg	Riverdale Rd extra lane between I-15 NB and I-84 EB
WEBER	15		Freight Mtg	Exit 344 I-15 NB to SR 79 WB, conflicts with SR 79 WB to I-15 SB traffic flow
DAVIS	15		Freight Mtg	Exit 335 NB ramp to I-15; Exit 334 all ramps; Layton--too many stoplights, too close to fwy ramps, too much traffic
DAVIS	89		Freight Mtg	SR 89 needs advance warning flashers for stoplights about to change--I-84 to I-15
DAVIS	15		Freight Mtg	I-15 NB ramp to Parish Ln Traffic backs onto fwy
DAVIS	15		Freight Mtg	I-15/215 (I-15 NB to I-215 SB; I-215 NB to I-15 SB) ramps needed
SALT LAKE	215		Freight Mtg	Redwood Rd & cross street at Flying J truck stop (north of I-215) needs stoplight--dangerous intersection
DAVIS	15		Freight Mtg	Exit 315, NB ramp (Beck St to I-15) very dangerous, short, sharp, on an incline, must go 2 lanes over to avoid Hwy 89 off-ramp
DAVIS	15		Freight Mtg	Exit 314: 2300 N on-ramp to SB I-15 SLC (by Chevron Refinery) dangerous speed of I-15 traffic--150 loads of fuel daily

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**REGION 2**

County	Route	City	Org/Ind	Comment
Salt Lake		Roosevelt	Freight/Trucking Group	Foothill merge onto WB I-80 dangerous (mouth of Parleys)
Summit		Roosevelt	Freight/Trucking Group	Parley's Canyon WB, downhill, variable speeds need to be allowed for trucks, would eliminate many rear end collisions.
Summit		Roosevelt	Freight/Trucking Group	Echo Jct. on ramp from EB I-84 to WB I-80 no merge lane, (slow trucks conflicting with fast trucks)
Salt Lake	201	Salt Lake City	Ind. Freight/Trucking	Overpass on 201 at 7200 S.?
Salt Lake	Bangeter	Salt Lake City	Ind. Freight/Trucking	Light timing on Bangeter--should be able to go the speed limit and not hit a red light
Salt Lake	15	Salt Lake City	Ind. Freight/Trucking	2300 N. & on-ramp at I-15 S. need traffic lights to control oil refinery and container trucks; Warm Springs Rd traffic is hard to see
Salt Lake	Redwood Rd	Salt Lake City	Ind. Freight/Trucking	1900 N. Redwood Rd - would like turning lane and ingress/egress lane widening
Salt Lake	15	Salt Lake City	Ind. Freight/Trucking	600 N. west to southbound I-15 has 2 lanes merging together with another lane from eastbound 600 N.
Summit	80	West Valley City	Ind. Freight/Trucking	I-80 and I-84 junction - sharp curve that is not marked between junction and Echo overlook
Davis, Salt Lake	15	Layton	Ind. Freight/Trucking	I-15 northbound at Bountiful/N.Salt Lake exit-3 lanes down to 2 and it causes rush hour back up daily
Salt Lake	15	Layton	Ind. Freight/Trucking	I-15 southbound at 5th S. entrance on ramp during rush hour very hard to merge right to exit 9th S./2100 S.--metered stop light needed?
Summit	80	Layton	Ind. Freight/Trucking	Highway 80 Tagart area eastbound at the bridges, pot holes are many and deep, dangerous
Salt Lake, Summit	80	Layton	Ind. Freight/Trucking	Highway 80 both directions between mouth of Parleys Canyon and I-15, on-ramps too short, unable to achieve highway speeds
Salt Lake, Davis	215	Layton	Ind. Freight/Trucking	I-215 N.bound by airport goes from 3 to 2 lanes
Salt Lake	215	Layton	Ind. Freight/Trucking	I-215 N. note where it changes from 3 to 2 lanes
Tooele	36	Layton	Ind. Freight/Trucking	State Road 36?
Davis	15	Layton	Ind. Freight/Trucking	Check N. & S. exits at Beck St. off I-15
Salt Lake	201	Salt Lake City	Ind. Freight/Trucking	Bottleneck on Highway 201 between I-15 and Redwood Rd westbound; create third lane
Salt Lake	15	Salt Lake City	Ind. Freight/Trucking	Bottleneck on I-15 at 10600 South, southbound during afternoon; add additional lane to I-15 down to Bangeter

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County	Route	City	Org/Ind	Comment
Salt Lake	5600 W.	Salt Lake City	Ind. Freight/Trucking	Widen 5600 W. from I-80 to Highway 201
Salt Lake	California Ave	Logan	Ind. Freight/Trucking	California Avenue righthand turns are too tight
Salt Lake	201	Logan	Ind. Freight/Trucking	SR 201 at 2100 S. traffic has to weave on and off of highway
Summit	80	Collinston	Ind. Freight/Trucking	Highway 80 between Park City and Echo Junction needs work
SALT LAKE	201	Logan	Freight Mtg 3/24/03	SR 201 & 215 interchange older cloverleaf style: major traffic weaving and conflicts
SALT LAKE	215	Logan	Freight Mtg 3/24/03	California Ave exits off I-215: right-hand turns too sharp for longer trucks
Salt Lake	999		Freight Mtg 3/2/403	Flying J cross street at Redwood Rd (Just north of I-215) needs light for truck movement
SALT LAKE	15		Freight Mtg	I-80 EB to I-15 SB ramp not properly banked; no superelevation, dangerous for trucks
SALT LAKE	80		Freight Mtg	I-80 EB to I-15 SB ramp not properly banked; no superelevation, dangerous for trucks
SALT LAKE	154		Freight Mtg	Advance warning flashers for stoplights needed all along Bangerter Highway
SALT LAKE	111		Freight Mtg	Mandatory brake stop, on hill, BIG problem
SALT LAKE	15		Freight Mtg	SB I-15 5 lanes to 3 lanes at 106th S big bottleneck
SALT LAKE	15		Freight Mtg	2300 N on ramp to SB I-15 bad for tanker trucks
SALT LAKE	15		Freight Mtg	6th N ramp to I-15 SB: 3 lanes to 1 lane very abruptly
SALT LAKE	15		Freight Mtg	6th N to I-15 NB: no merge space on I-15
SALT LAKE	215		Freight Mtg	I-215 NB to I-80 WB: ramp lacks merge space, creates lane conflict for trucks
SALT LAKE	215		Freight Mtg	California Ave and I-215: cut curbs for longer trucks
SALT LAKE	215		Freight Mtg	I-215 NB to SR 201 WB and SR 201 EB to I-215 NB: ramps creating traffic conflict, slow ramps intersecting
SALT LAKE	201		Freight Mtg	I-215 NB to SR 201 WB and SR 201 EB to I-215 NB: ramps creating traffic conflict, slow ramps intersecting
SALT LAKE	15		Freight Mtg	I-215 WB to I-15 SB: bad ramp, slow, sharp leading to an uphill merge
SALT LAKE	215		Freight Mtg	I-215 WB to I-15 SB: bad ramp, slow, sharp leading to an uphill merge
SALT LAKE	15		Freight Mtg	I-15 SB 5 lanes to 3 lanes major bottleneck impacting truck flow
SALT LAKE	201		Freight Mtg	Enforce 60 MPH limit (SR 201 west of I-215)

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County	Route	City	Org/Ind	Comment
SALT LAKE	201		Freight Mtg	I-215 and SR 201 interchange traffic conflicts on cloverleaf
SALT LAKE	215		Freight Mtg	I-215 and SR 201 interchange traffic conflicts on cloverleaf
SALT LAKE	215		Freight Mtg	California Ave exit I-215: all right turns onto or off freeway too sharp for trucks
SALT LAKE	15		Freight Mtg	SLC 500 S onramp has no access to I-15 NB
SUMMIT	80		Freight Mtg	I-84 EB ramp to I-80 WB sharp scow uphill, on blind curve, improperly banked
SUMMIT	80		Freight Mtg	I-80 Wanship to Rockport more warning signs for numerous sharp curves
SALT LAKE	80		Freight Mtg	I-80 WB merge with I-215 NB dangerous merge, also I-80 WB to I-215 SB very abrupt
SALT LAKE	15		Freight Mtg	I-15 SB 5 lanes to 3 lanes dangerous and congested--106th South
SALT LAKE	215		Freight Mtg	I-215 NB to 3500 S WB ramp radius and banking off
SALT LAKE	80		Freight Mtg	I-80 EB to I-15 SB ramp improperly banked, very dangerous
SALT LAKE	215		Freight Mtg	I-215 to SR 201 bad merges, ramps improperly banked
SALT LAKE	215		Freight Mtg	I-215 & California Ave right turns too sharp for long trucks
SALT LAKE	215		Freight Mtg	I-215 NB 3 lanes to 2 lanes dangerous, promotes road rage, right lane should be
SALT LAKE	15		Freight Mtg	Warm Springs Rd onramp to NB I-15 sharp, slow merges into turn only lane to US 89--on an incline
SALT LAKE	15		Freight Mtg	400 South to I-15 NB too sharp for trucks; 400 S to I-15 SB HOV only not marked well
SUMMIT	80		Freight Mtg	I-80 WB at I-84 split, Echo Jct should be 45 mph, not current 65 or 70 mph; I-84 EB to I-80 WB very bad merge, slow, sharp, uphill; I-80 traffic too fast
TOOELE	36		Freight Mtg	SR 36 needs to be 4 lanes Lakepoint to Tooele
SALT LAKE	68		Freight Mtg	Redwood Rd & 1900 N bad turning radius, lack of merge space; hazard cargo route
SALT LAKE	201		Freight Mtg	5600 W and SR 201 not enough turn-off lanes
SALT LAKE	15		Freight Mtg	I-15 SB ramp to I-80 WB sound walls make for dangerous blind curve
SALT LAKE	215		Freight Mtg	California Ave & I-215 right turn radius too sharp, very congested
SALT LAKE	201		Freight Mtg	Ramps to Bangerter from 201 , SR 201 WB needs 3rd lane to Bangerter

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County	Route	City	Org/Ind	Comment
SALT LAKE	215		Freight Mtg	I-215 NB ramps to Redwood Rd & 4700 S traffic backs up onto fwy
SALT LAKE	15		Freight Mtg	I-15 NB to I-215 EB short merge distance, with conflicting off-ramp to State St; NB I-15 to WB I-215 same problem; I-215 EB to I-15 SB right lane of ramp is off-ramp to 90th South--very dangerous
SALT LAKE	15		Freight Mtg	600 N ramp to SB I-15 (& NB ramp to I-15) 3 lanes to 1 lane in very short distance; lack of merge room both NB and SB
SALT LAKE	80		Freight Mtg	I-215 NB to I-80 WB, no merge space, forcing trucks into fast lanes on I-80

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**REGION 3**

County	Route	City	Org/Ind	Comment
Duchesne	121	Roosevelt	Freight/Trucking Group	Merge lanes needed on SR121 at turn to Cedarview
Duchesne	40	Roosevelt	Freight/Trucking Group	WB US 40 4-lanes to 2-lanes Very abrupt at bridge in downtown Roosevelt
Duchesne	40	Roosevelt	Freight/Trucking Group	EB left turn lane US 40 to SR87, too short. Poor visibility
Duchesne	40	Roosevelt	Freight/Trucking Group	Merge lane needed for WB oil truck traffic & EB emptied
Duchesne	40	Roosevelt	Freight/Trucking Group	No passing lanes, US40 Duchesne to Myton
Duchesne	40	Roosevelt	Freight/Trucking Group	EB sharp turn in downtown Roosevelt (power pole on curb affects oversize loads)
Duchesne	40	Roosevelt	Freight/Trucking Group	WB passing lane, too short just W. of Fruitland
Uintah	191	Roosevelt	Freight/Trucking Group	Little Brush Creek passing lane too short, Dangerous, Should be removed
Uintah	191	Roosevelt	Freight/Trucking Group	Runaway truck ramp needed at "Windy Point"
Uintah	191	Roosevelt	Freight/Trucking Group	No shoulders or passing lanes/turn lanes along Stieniker Reservoir
Uintah	40	Roosevelt	Freight/Trucking Group	Lack of shoulder space between Vernal and Gusher
Uintah	40	Roosevelt	Freight/Trucking Group	Long passing lanes needed EB (uphill) between Vernal and Gusher
Uintah	40	Roosevelt	Freight/Trucking Group	Passing lane needed WB past Bottle Hollow
Uintah	40	Roosevelt	Freight/Trucking Group	Passing lanes or 4-lane needed Roosevelt to Vernal
Uintah	40	Roosevelt	Freight/Trucking Group	EB lanes very narrow on US 40 on hilltop hill E. of Roosevelt
Wasatch	40	Roosevelt	Freight/Trucking Group	Advance warning flashers for EB US40 to warn when stoplight is about to change. Steep downgrade with stoplight at bottom.
Wasatch	189	Roosevelt	Freight/Trucking Group	Finish It! (US 189 Heber to Provo
Wasatch	40	Roosevelt	Freight/Trucking Group	4-lanes or merge lanes needed from port of entry to WYE in Heber
Wasatch	40	Roosevelt	Freight/Trucking Group	Bad shoulders (uneven) lanes to narrow (Daniels summit)
Wasatch	40	Roosevelt	Freight/Trucking Group	4-lanes needed over top of Daniels
Salt Lake		Roosevelt	Freight/Trucking Group	Foothill merge onto WB I-80 dangerous (mouth of Parleys)
Summit		Roosevelt	Freight/Trucking Group	Parley's Canyon WB, downhill, variable speeds need to be allowed for trucks, would eliminate many rear end collisions.
Summit		Roosevelt	Freight/Trucking Group	Echo Jct. on ramp from EB I-84 to WB I-80 no merge lane, (slow trucks conflicting with fast trucks)
Duchesne	191	Roosevelt	Freight/Trucking Group	Warning signs needed for 20mph curves SB on US191(between Helper and Duchesne)
Duchesne	191	Roosevelt	Freight/Trucking Group	US 191, NB, lengthen passing lane at top of Pass (between Helper and Duchesne)
Carbon		Roosevelt	Freight/Trucking Group	Peerless port of entry VERY dangerous - Helper
Daggett	44	Roosevelt	Freight/Trucking Group	SR 44, Carter Creek, No shoulders lots of rocks fall on road
Daggett	191	Roosevelt	Freight/Trucking Group	Steep grades on US 191, North and South of Jct. with SR 44 need to be better plowed & sanded in snow.
Weber	15	Roosevelt	Freight/Trucking Group	I-15/I-84 NB 3-lanes to 2-lanes just N. of 31st St. in Ogden (very abrupt)
Weber	15	Roosevelt	Freight/Trucking Group	Improve US89/Riverdale routes from I-84 WB to I-15 SB
Davis	15	Roosevelt	Freight/Trucking Group	I-215 NB to I-15 SB ramps needed north SLC interchange
Davis	15	Roosevelt	Freight/Trucking Group	I-15 exit 318 bad intersection on 2600 South Woods Cross
Morgan	84	Roosevelt	Freight/Trucking Group	Bridge bumps bad on I-84 around Devil's Slide.
Utah, Carbon, Emery	6	Salt Lake City	Ind. Freight/Trucking	Highway 6 needs to be 4 lanes
Utah, Carbon, Emery	6	N. Salt Lake	Ind. Freight/Trucking	Highway 6 needs to be 4 lanes from Spanish Fork to Hwy 70 at Green River

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**REGION 3**

County	Route	City	Org/Ind	Comment
Utah, Carbon, Emery	6	West Valley City	Ind. Freight/Trucking	Highway 6, Soldiers's Pass?
Utah, Carbon, Emery	6	Layton	Ind. Freight/Trucking	Highway 6 on-ramp N. bound I-15 to Highway 6
Utah, Carbon, Emery	6	Layton	Ind. Freight/Trucking	Highway 6 on-ramp N. bound I-15 to Highway 6
Utah, Carbon, Emery	6	Salt Lake City	Ind. Freight/Trucking	Highway 6 from Spanish Fork to Green River, widen to 4 lanes
Utah, Carbon, Emery	6	Hurricane	Ind. Freight/Trucking	Highway 6 from I-15 to I-70 - road is narrow and steep, no room to pass
Utah, Carbon, Emery	6	N. Salt Lake	Ind. Freight/Trucking	Improvements needed on US 6 from I-15 to I-70
Utah	15	Layton	Ind. Freight/Trucking	Highway 15 note where exit is before turning off to Highway 6 to Price
Wasatch, Duchesne, Uintah	40	Layton	Ind. Freight/Trucking	Highway 40, Heber to Vernal needs passing lanes
Juab	15	N. Salt Lake	Ind. Freight/Trucking	I-15 from Exit 228 to 188 finish road work
Washington	15	St. George	Ind. Freight/Trucking	I-15 too crowded in Utah County
Utah	68	Aurora	Ind. Freight/Trucking	Highway 68 from Elberta to Lehi, road is rough not level
Washington	15	St. George	Ind. Freight/Trucking	I-15 too crowded in Utah County
Juab	15	St. George	Ind. Freight/Trucking	I-15 S. of Nephi, road is rough, repave
Wasatch	189	St. George	Ind. Freight/Trucking	Highway 189 S. of US40 to Provo, widen turns for trailers or provide more pullouts (Heber Canyon); too tight
Juab	15	Collinston	Ind. Freight/Trucking	Highway 15 S. of Nephi, road is terrible
UTAH	6		Freight Mtg	US 6, 4 lanes needed or more and longer passing lanes
JUAB	15		Freight Mtg	Bad dips on I-15 at Nephi
UTAH	52		Freight Mtg	Olms Creek Junction (SR 189/SR 52): banked improperly, congested
UTAH	189		Freight Mtg	Olms Creek Junction (SR 189/SR 52): banked improperly, congested
UTAH	73		Freight Mtg	SR 73, I-15 thru Lehi to SR 68, very congested
UTAH	77		Freight Mtg	SR 77 at access road to Springville Flying J: curbs need to be cut for better turning radius
UTAH	6		Freight Mtg	US 6 to I-15 interchange, very bad for trucks; NB I-15 to EB US 6: major conflict, no lights for control
UTAH	15		Freight Mtg	I-15, Point of Mountain, to Spanish Fork: rough, congested
UTAH	6		Freight Mtg	US 6 Spanish Fork to I-70: 4 lanes or longer passing lanes
Juab	132		Freight Mtg	SR 132 exit 225 (Nephi) bad dips and pavement breakup
JUAB	15		Freight Mtg	Bad dip on I-15 at exit 222 (south end of Nephi)
WASATCH	189		Freight Mtg	SR 189 Provo Canyon still a big bottleneck for trucks
UTAH	6		Freight Mtg	4 lanes badly needed over Soldier Summit
UTAH	6		Freight Mtg	4 lanes needed; or more and longer passing lanes
JUAB	28		Freight Mtg	Passing lane, merge lanes needed at junction to Moroni Feed
JUAB	28		Freight Mtg	NB passing lane needed about MP 12; accel/decel lanes needed for Yuba S.P. turnoff, both directions

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County	Route	City	Org/Ind	Comment
JUAB	78		Freight Mtg	SR 78 should be 65 MPH Levan to Mills Jct
WASATCH	189		Freight Mtg	SR 189 around Deer Creek Res.--widen
UTAH	68		Freight Mtg	SR 68 narrow, twisting, no shoulders; Elberta to Lehi
UTAH	6		Freight Mtg	US 6, 4 lanes needed over Soldier Summit, or more and longer passing lanes
UTAH	6		Freight Mtg	Trucker rest area bad setup for trucks
UTAH	15		Freight Mtg	I-15 too narrow, creating
UTAH	15		Freight Mtg	I-15 NB to US 6 EB very bad, uncontrolled intersection
DUCHESNE	40		Freight Mtg	US 40 Roosevelt to Daniels Canyon more and longer passing lanes
UTAH	6		Freight Mtg	US 6 I-15 to I-70 needs 4 lanes or more and longer passing lanes
UTAH	15		Freight Mtg	I-15 Am Fork ramps lack good visibility
UTAH	15		Freight Mtg	I-15 needs to be 4 lanes in each direction, Point of Mtn to Spanish Fork
WASATCH	40		Freight Mtg	US 40 Roosevelt to Heber City longer passing lanes, add shoulders



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**REGION 4**

County	Route	City	Org/Ind	Comment
Carbon		Roosevelt	Freight/Trucking Group	Peerless port of entry VERY dangerous - Helper
San Juan	666	Salt Lake City	Ind. Freight/Trucking	Improve shoulder, road is rough, Highway 666
Iron, Garfield	20	N. Salt Lake	Ind. Freight/Trucking	Highway 20 between I-15 and Hwy 89 needs major work done on it
Washington	89	St. George	Ind. Freight/Trucking	Highway 89 needs to be 4 lanes
Washington	15	St. George	Ind. Freight/Trucking	Exit 4 off I-15 turning radius isn't adequate for tractor-trailers
Iron	15	N. Salt Lake	Ind. Freight/Trucking	I-15 from exit 82 to 95 repair concrete with asphalt
Millard, Beaver	15	Aurora	Ind. Freight/Trucking	I-15 Southbound from Jct I-70 to top of Pine Creek - road is very rough
Beaver, Iron	130	Aurora	Ind. Freight/Trucking	Widen Highway 130 between Minersville and Cedar City
Sevier	3	Aurora	Ind. Freight/Trucking	Need passing lane both directions 1 mile S. of Salina
Washington	St. George Blvd	St. George	Ind. Freight/Trucking	Corner of 1000 & St. George Blvd too short for 53' trailer
Washington	15	St. George	Ind. Freight/Trucking	I-15 at exit 4, Bloomington interchange, round-about, widen road on east side
Washington	15	St. George	Ind. Freight/Trucking	Northern corridor outside of St. George. Go with original plan rather than using Skyline Dr.
Sanpete	89	Collinston	Ind. Freight/Trucking	Highway 89 between Spanish Fork and Green River needs work
Sevier	89	Salt Lake City	Ind. Freight/Trucking	Highway 89 between Sevier and Page - widen with passing lanes
Garfield	20	Salt Lake City	Ind. Freight/Trucking	Highway 20 from I-15 to 89 near Panguitch, widen with passing lanes
Salt Lake	191	Salt Lake City	Ind. Freight/Trucking	Highway 191 from Crescent Junction to Monticello, widen with passing lanes
Washington	191	Hurricane	Ind. Freight/Trucking	Highway 191 from AZ state line to I-70, road is narrow with very steep grades that have sharp curves
Washington	89	Hurricane	Ind. Freight/Trucking	Highway 89 from Kanab to the AZ state line, summer traffic is heavy without enough passing lanes and shoulders for disabled vehicles
Utah, Carbon, Emery	6	Salt Lake City	Ind. Freight/Trucking	Highway 6 needs to be 4 lanes
Utah, Carbon, Emery	6	N. Salt Lake	Ind. Freight/Trucking	Highway 6 needs to be 4 lanes from Spanish Fork to Hwy 70 at Green River
Utah, Carbon, Emery	6	West Valley City	Ind. Freight/Trucking	Highway 6, Soldiers's Pass?
Utah, Carbon, Emery	6	Layton	Ind. Freight/Trucking	Highway 6 on-ramp N. bound I-15 to Highway 6
Utah, Carbon, Emery	6	Layton	Ind. Freight/Trucking	Highway 6 on-ramp N. bound I-15 to Highway 6
Utah, Carbon, Emery	6	Salt Lake City	Ind. Freight/Trucking	Highway 6 from Spanish Fork to Green River, widen to 4 lanes
Utah, Carbon, Emery	6	Hurricane	Ind. Freight/Trucking	Highway 6 from I-15 to I-70 - road is narrow and steep, no room to pass
Utah, Carbon, Emery	6	N. Salt Lake	Ind. Freight/Trucking	Improvements needed on US 6 from I-15 to I-70
WASHINGTON	15		Freight Mtg	Exit 4, Bloomington traffic circle and teardrop very bad for truck access
IRON	15		Freight Mtg	Bad pavement I-15 Parowan to Beaver
MILLARD	15		Freight Mtg	Closure of existing rest stops and use of Cove Fort Chevron not working well (not enough truck parking at Cove Fort)

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**REGION 4**

County	Route	City	Org/Ind	Comment
GRAND	70		Freight Mtg	RR underpass on old US 6 at east end of Green River too low, restricts truck traffic into town
CARBON	6		Freight Mtg	Peerless POE very dangerous
WASHINGTON	15		Freight Mtg	I-15, exit 4, Bloomington: traffic circle and teardrop very bad for trucks
IRON	15		Freight Mtg	I-15 Beaver to Parowan (MP 85-99) bad pavement
UTAH	15		Freight Mtg	I-15 exit 254 in Payson: no lights, lots of traffic, big delays for trucks
CARBON	6		Freight Mtg	Peerless POE very dangerous--nationally known
UTAH	6		Freight Mtg	US 6, 4 lanes needed, or more and longer passing lanes
CARBON	6		Freight Mtg	Peerless POE very dangerous
IRON	15		Freight Mtg	I-15 pavement problems (Parowan to Beaver)
WASHINGTON	15		Freight Mtg	Bloomington exit (traffic circle and teardrop) a major problem for trucks
KANE	89		Freight Mtg	Kanab POE trucks SB must cross traffic
WASHINGTON	34		Freight Mtg	Signal and turn lanes at 1000 East & St George Blvd (SR 34)
WASHINGTON	15		Freight Mtg	Proposed exit 13 needed for Washington traffic
Washington	999		Freight Mtg	St George City: Riverside Dr extension needed to reduce east/west truck traffic in downtown area
WASHINGTON	18		Freight Mtg	Left turn signal: lengthen signal time at NB Bluff St to WB Hilton
WASHINGTON	15		Freight Mtg	Exit 4 teardrop on east side
WASHINGTON	15		Freight Mtg	Proposed exit 2 badly needed (Southern Corridor or Dixie Beltway)
IRON	130		Freight Mtg	Old freeway overpasses at SR 130 are very rough (MP 62)
IRON	15		Freight Mtg	New interchange NB offramp to SR 130, superelevation too steep for trucks
WASHINGTON	59		Freight Mtg	Hurricane Hill: safety and traffic flow problem
WASHINGTON	18		Freight Mtg	Intersection of Bluff (SR 18) and Snow Canyon Parkway; long hill, signal at bottom, jake brakes not allowed
GARFIELD	143		Freight Mtg	No trucks should be allowed on this route (143) Panguitch to Parowan
EMERY	999		Freight Mtg	More passing lane length, Wellington to Green River
CARBON	6		Freight Mtg	US 6: more and longer passing lanes (Wellington to Green River)
CARBON	10		Freight Mtg	Hwy 10 very narrow (MP 62 north to Price)
EMERY	10		Freight Mtg	Hwy 10 corridor: too narrow, bad pavement, no shoulder, too many school zones
EMERY	10		Freight Mtg	Ferron: School zone forcing loaded NB trucks to climb hill from a stop
EMERY	10		Freight Mtg	Worst section of Highway 10 is from a little south of Emery north to Muddy River; too narrow, no shoulder, poor sight distance, bad pavement conditions, longer passing lanes needed. Area south of Emery on 10 near Richfield county line is too steep
EMERY	70		Freight Mtg	Paint/stripes worn off pavement on I-70 across San Rafael Swell
EMERY	70		Freight Mtg	Downhill truck speed limit should be lowered to 35 mph on Spotted Wolf Grade (I-70)

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**REGION 4**

County	Route	City	Org/Ind	Comment
SEVIER	70		Freight Mtg	Exit 72: straighten 90-degree turns left and right for WB coal loads; reduce curvature, extend Salina Creek box culvert
SEVIER	24		Freight Mtg	Cars making left turns almost hit by coal trucks; 2 lanes SR 24
SEVIER	24		Freight Mtg	Narrow bridge on SR 24
SEVIER	24		Freight Mtg	Add a NB lane, 2 lanes north, 1 south, Salina to Gunniston
WAYNE	24		Freight Mtg	SR 24 needs shoulders and passing lanes MP 40 to Hanksville
MILLARD	15		Freight Mtg	Pavement breakup on I-70 (Beaver north to jct I-70 & I-15)
IRON	130		Freight Mtg	Increasing truck traffic, narrow road, soft and nonexistent shoulders; bad rutting on SR 130, bad on switchbacks coming down into Minersville
KANE	89		Freight Mtg	SR 89 needs to be widened from Glendale to Hatch
KANE	89		Freight Mtg	10-foot wide restriction--pilot cars needed over 10 ft, I-70 to Kanab on SR 89
SAN JUAN	666		Freight Mtg	Monticello POE not well set up for trucks, particularly bad for NB trucks on 191
SAN JUAN	666		Freight Mtg	Bad POE on US 666 at Shiprock, NM: impacts UT truck traffic
SAN JUAN	262		Freight Mtg	SR 262 too narrow and twisting for trucks
SEVIER	72		Freight Mtg	2 bridges with 5-ton load limits on a truck route (SR 72), forces trucks onto SR 24 to I-70
DUCHESNE	191		Freight Mtg	Narrow for trucks, twisting, no passing lanes or shoulders (US 191)
CARBON	6		Freight Mtg	Peerless POE too small for current truck traffic, dangerous for trucks to cross traffic to enter and leave, poor sight distance, major, nationally-known safety issue
CARBON	96		Freight Mtg	SR 96 very narrow for oversize coal trucks
CARBON	6		Freight Mtg	Too narrow, no passing lane on hill coming south out of Price
CARBON	6		Freight Mtg	Narrow 20-foot-wide bridge, no accel/decel lanes due to bridge (jct US 191, SR 123 and US 6)
CARBON	6		Freight Mtg	More and longer passing lanes, lengthen
EMERY	19		Freight Mtg	Restricted underpass under RR East end of Green River, limits truck access to Green River
SEVIER	10		Freight Mtg	Muddy Creek Bridge (SR 10) too narrow, in poor condition, poor pavement conditions, heavy coal traffic
EMERY	10		Freight Mtg	Dips limiting visibility in passing sections of SR 10 (Castle Dale to north of Huntington)
EMERY	10		Freight Mtg	SR 31/SR 10 Jct needs light,
SANPETE	89		Freight Mtg	Indianola Grade not as steep as Fairview Hill for trucks
EMERY	6		Freight Mtg	US 6 I-15 to I-70 needs 4 lanes or more and longer passing lanes (like US 89 from Flagstaff to Page, AZ)
SANPETE	28		Freight Mtg	SR 28/US 89 coal corridor Nephi to Salina passing lanes needed
EMERY	10		Freight Mtg	SR 10 narrow, poor pavement, passing lanes needed badly
SAN JUAN	191		Freight Mtg	US 191, I-70 to Monticello more and longer passing lanes
KANE	89		Freight Mtg	US 89 Kanab to SR 26 more and longer passing lanes and improved signage directing traffic to I-15 via SR 20
CARBON	6		Freight Mtg	Peerless POE very dangerous
EMERY	6		Freight Mtg	US 6 4 lanes or more and longer passing lanes
CARBON	6		Freight Mtg	US 6 4 lanes or more and longer passing lanes
Sanpete	89	Spring City	Ind	Need more passing lanes on Highway 89 or lower speed limit
Sanpete	89	Spring City	Ind	Nice to have 4 lanes through Sanpete Co, farm equipment driven on Highway 89

